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International financial system and development

Report of the Secretary-General**

Summary

The present report, submitted pursuant to General Assembly resolution 68/201, contains information on recent trends in international official and private capital flows to developing countries and current efforts to strengthen the international financial system towards the post-2015 development agenda. Ongoing challenges in the key areas of financial regulation, sovereign debt distress, the global financial safety net, multilateral surveillance, policy coordination and governance reform of the international financial institutions are highlighted.

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** The present report was prepared in consultation with staff from the major institutional stakeholders involved in the financing for development process. Responsibility for its contents, however, rests solely with the United Nations Secretariat.

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I. Introduction

1. In its resolution 68/201 on the international financial system and development, the General Assembly recognized the need to continue and intensify efforts to enhance the coherence and consistency of the international financial system, and to act decisively to tackle the challenges confronting the global economy, in order to ensure balanced, sustained, inclusive and equitable global growth. It also reiterated the need for significant mobilization of resources from a variety of sources and the effective use of financing in order to promote full and productive employment and decent work for all. As recognized in the Monterrey Consensus, an enabling international environment, including a stable international financial system, is required for the achievement of development goals.

2. There has been progress in regulatory reforms launched in the wake of the financial crisis, which have significantly reduced some important risks in the financial system. Nonetheless, a number of structural flaws, regulatory gaps, barriers and misaligned incentives continue to pose risks to financial stability. Many private financial flows remain short-term oriented and subject to bouts of extreme volatility. Official development assistance and other forms of official flows risk being affected by greater fiscal austerity and sovereign debt problems in developed countries, while the risk of debt distress remains in some developing countries.

3. An effective and stable financial system is necessary for the allocation of resources for global goals and sustainable development needs. Discussions on the post-2015 development agenda have highlighted the enormous needs for financing the social, economic, and environmental dimensions of sustainable development. Long-term financing will be essential for raising the resources required for achieving the post-2015 development agenda. Yet, to date, the international financial system has failed to adequately allocate resources for long-term sustainable development needs. There has been insufficient investment in critical areas, such as infrastructure, small and medium-sized enterprises and financial services for all, the technologies necessary to address climate change in both developed and developing countries, and health, education and sanitation services for the world's poor.

4. To achieve the post-2015 development agenda, the financial system needs to intermediate credit towards sustainable development in a stable manner. Ultimately, stability and sustainability are mutually reinforcing, as without a stable financial system, the post-2015 development agenda risks being derailed by future regional or global financial crises.

II. Reserve accumulation and global imbalances

5. Global imbalances on the current accounts of major countries narrowed slightly in 2013. They are projected to decrease modestly, helped by lower surpluses among energy exporters, and are not expected to widen by a significant margin in the coming two years.[1] The stabilization in global imbalances in part reflects a cyclical downturn and weak external demand in deficit countries. In addition, it reflects some structural improvements in the domestic structure of some economies.

[1] *World Economic Situation and Prospects 2014* (United Nations publication, Sales No. E.14.II.C.2).

For example, the narrowing in the external surplus of China reflects in part a more flexible exchange rate. Nonetheless, much of the structural issues underlying global imbalances remain, which continue to pose a risk to long-term economic stability.

6. The pace of reserve accumulation in emerging markets and developing economies slowed in 2013, reflecting widening current account deficits in a number of developing countries, along with lower capital inflows. Nonetheless, central banks continue to hold a large proportion of global savings in the form of international reserves. From 2000 to 2013, foreign exchange reserves increased from $2.1 trillion to $11.7 trillion, with emerging and developing countries holding an estimated $7.9 trillion and accounting for about 68 per cent of the total.[2] In 2014, annual reserve accumulation is expected to be around $550 billion.[3]

7. For many countries, reserves are a form of "self-insurance" against potential external shocks. Consequently, according to IMF, these countries typically invest reserves in safe liquid assets, with United States treasury securities accounting for 61 per cent of global foreign exchange reserves. The continued accumulation of safe low-yielding investments comes at significant opportunity costs, since reserves could have been invested in domestic resources at much higher returns and with a greater developmental impact.

8. Reserve accumulation can also be the by-product of central bank interventions in foreign exchange markets aimed at smoothing exchange rate volatility associated with excessive capital inflows and outflows. As such, reserve accumulation has been highly correlated with global liquidity and changes in international investor sentiment. At the same time, reserves can be a by-product of export-led growth strategies that maintain an undervalued currency through interventions in the currency market.

9. However, precautionary reserve accumulation, while sensible at the national level, increases systemic risk at the international level, by adding to global imbalances. Several proposals have been put forward to reduce global imbalances, including making greater use of International Monetary Fund (IMF) special drawing rights as a low-cost alternative to accumulation of international reserves. In addition, reducing risks in the international financial system would allow countries to reduce self-insurance and reallocate reserves towards sustainable and productive investment. As discussed in sections of the present report, measures to reduce risks include addressing capital market volatility, strengthening international regulation and reducing the risks of banking crises, increasing the predictability of official development assistance, reducing systemic implications of sovereign debt crises, and strengthening global governance.

III. International private financial flows to developing countries

10. Private investment will be vital to achieving sustainable development objectives. However, while there is a clear correlation between investment and growth, it remains important to distinguish between short-term and long-term

[2] International Monetary Fund (IMF), Currency Composition of Official Foreign Exchange Reserves database (31 March 2014).

[3] IMF, *World Economic Outlook: Recovery Strengthens, Remains Uneven* (Washington, D.C., 2014).

investments. Foreign direct investment (FDI) has the potential to advance economic development in a number of ways, including by increasing the productive capacity in recipient countries. Short-term oriented flows, by contrast, may carry more risks for economic stability and can lead to exchange rate overshooting or sudden price reversals. Furthermore, not all FDI has the same developmental impact; certain types of FDI, such as greenfield investment, have a greater impact on jobs and development.

A. Foreign direct investment

11. FDI to developing countries has followed a strong upward trend over the past decade. Since 2002, FDI flows to developing economies have more than quadrupled, reaching $759 billion, or 52 per cent of global FDI, in 2013. Nevertheless, FDI to developing countries has been limited to few countries and sectors, particularly in Asia and Latin America. Although flows to Africa increased in the past decade, they remain limited and directed mainly to the extractive sectors, which have less of an impact on employment than investment in other sectors (see E/2014/53).

12. Greenfield FDI to developing countries, which is the form of FDI that has the most impact on domestic growth, has fallen by more than 50 per cent since the crisis, signalling a potential reduction of the impact of FDI on the real economy or sustainable development. Although the value of announced greenfield projects to least developed countries increased by 9 per cent in 2013, it remains significantly below historical levels.[4] The composition of FDI in terms of flows to developing countries (between equity, reinvested capital and other capital representing intracompany loans) has been relatively stable for almost a decade at the global level. However, databases that do not consider intracompany transfers show a much lower increase in FDI — only about 7 per cent for emerging economies, versus 18 per cent for net FDI inflows overall. This implies that much of the increase in FDI has been in intracompany loans, which are often short-term and not investment oriented.[1] Outward FDI from developing countries, particularly by Brazil, the Russian Federation, India, China and South Africa, has also increased sharply, reaching $553 billion, or 39 per cent of total outward FDI, in 2013.[4]

B. Portfolio flows and institutional investors

13. The nature of portfolio investment in emerging markets has evolved over the past 15 years, as many country markets have deepened and become more globally integrated. In particular, as domestic debt markets have grown, foreign investors have increased their purchases of local currency debt and now play a dominant role in some emerging markets. The share of emerging market bonds and equities in global investors' portfolios has risen sharply over the past decade, supported by their growing importance in the world economy, the decline in their relative credit risk compared with advanced economies and improvements in credit ratings, and low yields in advanced economies. Overall, there is evidence that financial deepening for emerging markets and developing countries reduces price sensitivity of domestic markets to external shocks, but that the participation of foreign

[4] *World Investment Report 2014* (United Nations publication, Sales No. E.14.II.D.1).

investors can potentially increase foreign contagion and instability.[5] In addition to sound macroeconomic policies, improved governance and institutions have an important impact on a country's vulnerability to crises.

14. In 2013, net portfolio capital flows to developing countries turned negative, as longer-term interest rates in the United States of America rose. Inflows declined by 50 per cent, while outflows increased only moderately. In particular, the sell-off in financial assets was in large part due to expectations of an end of quantitative easing in the United States. This was exacerbated by economic weakness in some large emerging economies, including Brazil, India, Indonesia, the Russian Federation, Turkey and South Africa. Countries with large current account deficits who recently received large inflows have been most vulnerable to these developments.[1] In particular, there was a decline in portfolio equity inflows to India, the Republic of Korea, and credit flows to Indonesia. Currencies depreciated sharply and equity markets fell, owing to portfolio outflows in Brazil, India, Indonesia, Mexico, South Africa and Turkey.

15. Initial data from 2014 suggest that capital inflows in 2014 will be lower than in 2013, although they are expected to pick up slowly thereafter, in line with the expected recovery in global growth.[3] Nonetheless, significant uncertainties and downside risks remain from the interaction between perceptions of the United States Federal Reserve's tightening path and the idiosyncratic weaknesses in some emerging markets.[6]

16. The pattern of expansion and retrenchment in portfolio flows in the past years highlights the volatility in international capital flows and the spillover effects of advanced economy policies vis-à-vis developing countries. Macroprudential measures, capital account management techniques, and foreign exchange interventions can help to reduce the volatility of capital flows, and should thus be seen as an essential part of the policy toolkit to combat capital flow surges and outflows. The development of domestic long-term investor bases, such as local pension markets, along with incentives to encourage long-term investment horizons is important for ensuring that financial deepening acts in the interest of development and promotes long-term investment. Strengthening the institutional framework is important in this regard.

17. On a global level, policies can help to create incentives for pension funds, insurance companies, sovereign wealth funds and other investors with long-term liabilities to invest in sustainable development. In particular, institutional investors, who are estimated to hold between $75 and $85 trillion in assets, have been recognized as a potential significant source of long-term financing for sustainable development. Investors with long-term liabilities, such as pension funds, life insurance companies, and sovereign wealth funds, which are particularly well suited to invest with longer time horizons, are estimated to hold around $60 trillion. Yet, they continue to invest in liquid assets, often with a short-term investment horizon and, to date, account for at least some of the volatility referred to above. Despite their long-term liabilities, investment in infrastructure globally represents less than 3 per cent of pension fund assets, with lower allocations for infrastructure in developing countries and low-carbon infrastructure.[1]

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[5] IMF, *Global Financial Stability Report 2014* (April 2014).

[6] IMF, *World Economic Situation and Prospects 2014: Update as at mid-2014*.

18. One impediment to long-term direct investment by institutional investors is that many investors do not have the capacity to do the necessary due diligence to invest directly in infrastructure and other long-term assets, with the investment in capacity not justified, given the cost structure. Instead, they make these investments through secondary financial intermediaries, whose incentives tend to be much more short-term.[7] An alternative would be for investor groups to build joint platforms, for example, for clean infrastructure investments. This is already beginning to happen, albeit only on a small scale. ATP, the Danish pension fund, has announced that it will set up a climate change fund as a new entity for investing in emerging economies, and has invited other European investors to participate. Other policies to provide incentives for greater long-term investment include regulatory reforms, a re-examination of the implications of mark-to-market accounting on institutional investors' investments and trading activity, and changes to the structure of staff evaluation/compensation schemes.[1]

19. Given the cross-border spillover effect of monetary policy decisions, better international coordination of monetary policies and better management of global liquidity are needed to reduce global risks. Consideration also needs to be given to creating incentives for longer-term investments by banks and non-bank financial institutions, something which necessitates reforms in international financial regulation.

IV. Strengthening international financial regulation

20. In recent years, the international community has taken important steps to strengthen the resilience of the financial sector through regulatory reform and reduce the risk of future crises. To date, these reforms have focused on ensuring safety and soundness of the financial system, primarily through regulation of the banking sector through Basel III, supplemented by a series of recommendations from the Financial Stability Board.

21. The ultimate goal of the financial system is to facilitate the flow of funds from savers to borrowers and to effectively allocate funds throughout the economy. Safety and soundness (of both individual institutions and the financial system more broadly) is crucial for this effort. However, the financial system also needs to address the broader goal of access to credit if it is to effectively contribute to sustainable development.

22. Reducing risks while promoting access to credit presents a complex challenge for policymakers, since there can be trade-offs between the two. For example, in the extreme, a safer financial system would only lend to AAA or other highly rated borrowers, such as developed country sovereign bonds — but this clearly would not be an effective allocation of resources for long-term growth. The regulatory and policy framework thus needs to strike a balance between stability — particularly in reducing systemic risks — and access. Despite important progress in reforms, for the financial system to be able to contribute to the post-2015 development agenda and work in the interest of long-term sustainable global development, more needs to be done.

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[7] While larger managers manage more liquid portfolios in house, almost all use external managers for less liquid investments.

23. The current approach to the reform of international financial regulation has focused primarily on ensuring the safety and soundness of the financial system, centred on the banking sector through Basel III. Much progress has been made on this front and most large internationally active banks are on course to meet the new Basel III capital requirements in advance of the agreed deadline.[8] Basel III reforms include higher minimum capital requirements, an improved quality of capital, a leverage ratio and larger liquidity buffers (inclusive of off-balance sheet obligations).[9] Along with the traditional microprudential approaches, which focus on reducing risks of individual banks, Basel III also attempts to strengthen the macroprudential policy framework, through the introduction of a counter-cyclical capital buffer, though it is unclear whether this will be strong enough to achieve its intended purpose.

24. There is a concern that, by generally raising the cost of lending, the Basel capital adequacy rules may have the effect of limiting riskier lending. Indeed, the rules are designed to impose higher costs on risky activities of banks to internalize the costs of risky behaviour. Yet, some higher risk sectors are precisely those that need investment for achieving sustainable development. For example, longer-term lending, entities with low credit ratings, as well as areas where it is more costly to get information, such as those without sufficient data on default histories or without credit ratings, are naturally subjected to higher capital and provisioning costs. As a result, there has been particular concern regarding the impact of these regulations on long-term lending, including infrastructure lending, trade finance, innovation and green technologies, small and medium-sized enterprise financing, as well as lending to developing countries. In response to these risks, some countries have made some adjustments. For example, concerned with the risk of reduced small and medium-sized enterprise lending, the European Union excluded such exposures from the calculation of capital conservation buffer requirements.[10]

25. There are also concerns that tighter bank regulations, in conjunction with the complexity of the Basel capital and liquidity adequacy measurement framework, may trigger a new wave of regulatory arbitrage. More generally, complex regulations can be difficult to implement and costly to supervise. This argues for broad-based, simpler regulations that incorporate both balance sheet and off-balance sheet exposures, such as the leverage ratio introduced by Basel III, which has some counter-cyclical effects built in. Nonetheless, there would still be a risk that lending requiring higher capital would shift from regulated banking activities to shadow banking.

26. In recent years, the term "shadow banking" has been used more broadly as a synonym for "non-bank credit intermediation".[11] The term was originally introduced to refer to activities of financial intermediaries who are involved in

[8] Basel Committee on Banking Supervision, *Progress Report on Implementation of the Basel Regulatory Framework* (April 2014).

[9] Basel III introduced two required liquidity ratios. The "Liquidity Coverage Ratio" was supposed to require a bank to hold sufficient high-quality liquid assets to cover its total net cash outflows over 30 days; the "Net Stable Funding Ratio" was to require the available amount of stable funding to exceed the required amount of stable funding over a one-year period of extended stress.

[10] Basel II, para. 231 (definition of retail exposures), and article 501 of the Capital Requirements Regulations.

[11] Financial Stability Board, *Global Shadow Banking Monitoring Report 2013*.

facilitating the creation of credit, and whose members are not subject to regulatory oversight. In that context, the shadow banking system also refers to unregulated activities by regulated institutions, including banks.

27. The value of shadow banking assets is difficult to estimate. However, based on data on the size of non-bank financial intermediaries, it grew by $5 trillion to $71 trillion in 2012. While, by absolute size, advanced economies remain the ones with the largest non-bank financial systems, emerging markets showed the most rapid increases in non-bank financial system assets, outside of the regulatory framework.[11] To the extent that this increase represents the development of capital markets and areas of inclusive finance, this could indicate a positive development. However, the growth of non-bank financial activities needs to be monitored carefully and incorporated into the broader regulatory system to avoid significant increases in risks related to excessive financial leverage, and to ensure consumer protection. In this regard, coordination among a wide array of public and private actors is vital in order to arrive at a regulatory framework that promotes financial inclusiveness, along with stability.

28. The Financial Stability Board is working to further strengthen the oversight and regulation of the shadow banking sector. In that context, it has agreed on an information-sharing process to support implementation of the policy framework for oversight and regulation of shadow banking entities other than money market funds. The Board will launch a peer review on national implementation of the high-level policy framework in 2015.[12]

29. The Financial Stability Board also developed the policy framework to address financial stability risks associated with securities financing transactions. In addition, the Basel Committee on Banking Supervision has finalized its supervisory framework for large exposures and risk-sensitive capital requirements for banks' investments in equity of funds, which should help to mitigate spillover effects between banks and shadow banking entities.

30. Another area that has received global attention is that of "too-big-to-fail" institutions. During the global financial crisis, large financial institutions, in particular, were found to have spread systemic risks. Leaders of the Group of 20 (G20) have agreed to strengthen the oversight and regulation of global systemically important financial institutions. The Financial Stability Board has approved a framework for globally systemically important financial institutions that includes a requirement for additional loss-absorbing capacity for banks (a capital conservation buffer above the minimum requirements of Basel III), and enhanced supervisory intensity. With regard to the resilience of global systemically important insurers, the International Association of Insurance Supervisors will finalize for the G20 Brisbane Summit a basic capital requirement on which higher loss absorbency for such insurers will be built.

31. With respect to resolution of financial institutions, the Financial Stability Board framework requires authorities to put in place resolution regimes that provide for comprehensive resolution powers and effective mechanisms for cross-border cooperation in resolution, including through the development of institution-specific recovery and resolution plans. The Board also announced its intention to submit a

[12] Letter from the Chair of the Financial Stability Board to G20 ministers and governors on financial reforms (4 April 2014).

proposal to the G20 Brisbane Summit on the "gone-concern loss-absorbing" capacity of global systemically important financial institutions, although there is still work to be done to hone in on a range of important issues, such as the criteria that bank liabilities should meet to be considered as having "gone-concern loss-absorbing" capacity, the appropriate amount of such capacity that systemically important banks should hold and where in the structure of banking groups "gone-concern loss-absorbing" capacity should be held. Further legislative measures should be taken to put in place the arrangements for cross-border cooperation in resolution, consistent with the Board's recommendations. In this regard, on 15 April 2014 the European Parliament adopted the Bank Recovery and Resolution Directive.

32. Moreover, Financial Stability Board members are currently reviewing a study prepared by the Board in collaboration with IMF and the Organization for Economic Cooperation and Development, on the cross-border consistency and global financial stability implications of planned or implemented domestic banking reforms in individual jurisdictions. The assessment highlights that, while many measures help to address the too-big-to-fail problem, they may also have impacts on financial institutions and markets in third countries.[13] Several concerns relate to cross-border effects and perceived home bias in the design or implementation of reforms, the need to reduce reliance on credit ratings in regulations, as well as the need for ongoing dialogue and cooperation between national authorities in both developed and developing countries.

33. Progress on the reform of the derivatives market has been generally slow. To reduce risks in the derivatives market, the G20 agreed that all standardized over-the-counter derivatives should be traded on formal exchanges or electronic platforms and cleared by central counterparties by the end of 2012. The G20 leaders also agreed on imposing margin and capital requirements for non-centrally cleared over-the-counter derivatives and for the reporting of all such derivatives contracts to trade repositories. However, while the majority of jurisdictions have completed their legislative reforms or expect to have necessary legislative frameworks in place in 2014, progress on moving trading of standardized contracts to exchanges and electronic trading platforms is slow. This lack of consistency in jurisdictions' approaches remains a challenge, since it may lead to issues of overlapping, duplication, inconsistencies, conflicts or gaps in regulatory requirements being applied in cross-border contexts.[14]

34. Implementation, supervision and enforcement of other regulatory initiatives under discussion remain crucial, such as work on accounting standards, reduction in the reliance on credit rating agencies, reform of certain compensation practices and the establishment of macroprudential regulatory frameworks and countercyclical buffers.

35. The development and implementation of international financial regulation would also benefit from greater representation of and participation by developing countries in the regulatory reform process. Despite some progress, formal representation in international financial regulatory bodies, such as the Basel

[13] IMF, World Bank, Financial Stability Board, "Identifying the effects of regulatory reforms on emerging market and developing economies: a review of potential unintended consequences" (report to the G20 finance ministers and central bank governors, 2012).

[14] Financial Stability Board, *Over-the-counter Derivatives Market Reforms: Seventh Progress Report on Implementation* (April 2014).

Committee on Banking Supervision and the Financial Stability Board, is limited to advanced economies and a number of major emerging market economies. Moreover, there appears to be no momentum for change in governance structures. For example, in a recent review, Board members have expressed their view that the current membership has reached the upper limit consistent with maintaining effectiveness.[15]

V. International public finance and official development assistance

36. International public finance, and official development assistance (ODA) in particular, remains a critical source of public financing for development, particularly for those countries that have limited capacity to raise public resources domestically, including the least developed countries and other vulnerable countries. For those countries, ODA remains the largest source of external financing. At the same time, international public finance is increasingly looked upon to finance other global needs, such as global public goods and climate finance.

37. ODA provided by members of the OECD Development Assistance Committee (OECD DAC) rose by 6.1 per cent in real terms in 2013 to reach a record $134.8 billion.[16] After two consecutive years of decline in the aftermath of the global financial and economic crisis and fiscal contraction in donor countries, ODA rebounded and, according to donor surveys, is likely to increase further in 2014 and stabilize thereafter.

38. Despite the increase in aid flows, many donors still fall significantly short of commitments. Five donors (Denmark, Luxembourg, the Netherlands, Norway and Sweden) exceed the target of disbursing 0.7 per cent of their gross national income as aid, but the combined DAC donors' ODA was equivalent to only 0.3 per cent of their gross national income.[17]

39. Bilateral net ODA to the least developed countries also increased, by 12.3 per cent, to reach $30 billion, but this was mostly owing to exceptional debt relief for Myanmar. ODA to sub-Saharan Africa decreased in real terms to $26.2 billion.[17] DAC surveys on donors' forward spending plans indicate that aid flows will increasingly focus on middle-income countries in the medium term, with further declines projected for least developing countries and low-income countries, particularly in sub-Saharan Africa.[18]

40. In addition to increasing the volume of aid flows, many countries have committed themselves to enhancing the effectiveness of aid. Building on the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, the 2011 Busan Partnership agreement endorses four principles of effective development

[15] Financial Stability Board, "Meeting of the Financial Stability Board in London on 31 March", press release 19/2014; letter of the Chair of the Financial Stability Board to G20 ministers and governors on financial reforms dated 4 April 2014.

[16] OECD, "Aid to developing countries rebounds in 2013 to reach an all-time high". Available from: www.oecd.org/newsroom/aid-to-developing-countries-rebounds-in-2013-to-reach-an-all-time-high.htm.

[17] *MDG Gap Task Force Report 2013: The Global Partnership for Development — the Challenge We Face* (United Nations publication, Sales No. E.13.I.5).

[18] OECD, "Outlook on aid: survey of donors' forward spending plans 2013-2016" (3 April 2013).

cooperation: ownership of development priorities by developing countries; a focus on results; inclusive development partnerships; and transparency and accountability. Progress has been made in some areas, such as untying aid, reporting ODA in the national budgets, and using country administrative systems in the management of aid-funded programmes and projects. Nonetheless, progress remains slow, and aid providers face heightened scrutiny from taxpayers, with implications for resource allocations, modalities for delivery and risk management.[19]

41. South-South cooperation continues to rise in scale and importance, together with growing South-South trade, investment and regional integration. Several non-DAC donors have dramatically scaled up aid in recent years. South-South concessional loans, grants and technical cooperation have reached between $16.1 billion and $19 billion in 2011, and are estimated to constitute 10 per cent of overall development cooperation (see E/2014/77). South-South cooperation tends to come with limited conditionality, though it is often tied to profit-oriented projects. It covers a wide range of sectors, but often focuses on infrastructure and production.

42. As environmental degradation and climate change have become increasingly urgent issues in international development, climate financing has taken centre stage. In the 2009 Copenhagen Accord of the United Nations Framework Convention on Climate Change, developed countries agreed to the joint mobilization of $100 billion annually by 2020 to address the needs of developing countries. As an initial step, they also committed to providing $30 billion in new and additional finance — so-called fast-start finance — between 2010 and 2012. A preliminary assessment of fast-start finance reveals that commitments were exceeded, and $35 billion mobilized between 2010 and 2012. However, for the most part, this has not been additional to traditional ODA — 80 per cent of those flows were also counted as ODA, and were disbursed with similar modalities, largely through bilateral channels.[20] Fast-start finance has benefited middle-income countries disproportionally; often focused on leveraging private financing flows, less than half of it was delivered as grants. Climate financing remains more broadly focused on mitigation, while financing for adaptation — which is critical for the most vulnerable countries — is lacking.

43. New and innovative sources of development financing can make a key contribution to raising international public resources, in particular for the financing of global public goods. It has been estimated that around $400 billion to $450 billion per year could be raised through international taxes on financial transactions, carbon emissions and other mechanisms.[21] Innovative instruments can also be used to create incentives for behaviour change, for example, to encourage investments in green energy. Thus far, however, innovative mechanisms have been implemented on a relatively small scale, albeit with positive results.

44. International public finance plays a unique role and existing commitments have to be met and additional mobilization of resources will be needed. Nonetheless, on its own it will not be sufficient to finance sustainable development

[19] OECD and UNDP, *Making Development Cooperation More Effective: 2014 Progress Report* (2014).

[20] Overseas Development Institute, World Resources Institute, Institute for Global Environmental Strategies, "Mobilizing international climate finance: lessons from the fast-start period" (2013).

[21] *World Economic and Social Survey 2012: In Search of New Development Finance* (United Nations publication, Sales No. E.12.II.C.1).

needs. In view of the huge investment requirements, it will have to be complemented by increased domestic resource mobilization and by additional private financing that has been given the incentive to support sustainable development.

VI. Sovereign debt distress

45. There has been considerable change in the landscape of sovereign debt of developing countries since the Monterrey Consensus. Debt ratios of low- and middle-income countries have fallen dramatically, many middle-income countries have developed domestic sovereign debt markets, and an increasing number of low- and middle-income countries are able to access international capital markets.

46. The external debt stock of developing countries is low by historical standards, although the aggregate picture masks problems in some countries. In 2013, developing countries registered external debt-to-gross domestic product (GDP) ratios of, on average, 22.6 per cent of GDP. This compares to debt levels of, on average, 35 per cent of GDP only a decade earlier. The debt problem is more pronounced in many small States which have some of the highest debt-to-GDP ratios in the world. The short-term external debt stock has been growing and is significant in lower- and upper-middle-income countries. In the developing world, many low- and middle-income countries are accessing international capital markets, some of them for the first time. There is considerable diversity in their initial conditions and their ability to manage risk and refinance debt. Low-income countries, covered under the Highly Indebted Poor Countries Initiative and the Multilateral Debt Relief Initiative, are experiencing renewed debt-carrying capacity and market access and some have engaged in a rapid debt build-up, facilitated by a favourable interest rate environment, which needs to be monitored.

47. There is renewed impetus to the debate on sovereign debt restructuring mechanisms in the United Nations system,[22] the private sector and policy think-tanks. The debate is, in no small measure, influenced by the ramifications of the Argentine litigation in United States courts[23] and the "exceptional access" waiver of IMF lending policy for the highest bailout in history for Greece. There is also an increasing realization that there are limits to the ability of countries to enact fiscal austerity; that delays in restructuring (sometimes due to efforts of the official sector to avert a banking crisis) are costly, and the real possibility that many countries may not be in a position to return to growth and stability without a debt restructuring. Together, these factors have significant implications for the role of IMF and the scale of its financing, and the timing and extent of debt restructuring.

48. A decade ago, after the failure to agree on a statutory approach for debt restructuring, contractual changes occurred and included tools to effectively

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[22] See IMF 2014. The Fund's Lending Framework and Sovereign Debt — Preliminary Considerations, June; and Schneider, Benu (2014). Sovereign Debt Restructuring: The Road Ahead, forthcoming in: *Life After Debt: Debt Crises Origins and Resolutions*, eds. Joseph E. Stiglitz and Daniel Heymann, Macmillan (July).

[23] On 15 June 2014, the Supreme Court upheld the decision of lower courts in the Argentine case. This is likely to increase the leverage of holdout creditors in similarly drafted pari passu clauses by granting them full payment, and in addition give them the rights to interfere with payments made to exchange bondholders and third parties intermediating these payments.

coordinate a diverse group of creditors through the introduction of collective action clauses in bond contracts and laying out voluntary principles for a code of conduct. Despite these developments, the challenge still remains on how to return a country that is in debt distress to a sustainable fiscal track, resuscitate its growth and balance the risks which debt restructuring poses to the banking system. Sometimes, all creditors do not participate in a restructuring and holdout, leading to either costly settlements or expensive litigation against the sovereign by holdout creditors. More generally, this can undermine the ability to reach negotiated settlements with creditors. Further improvements in contractual technology are needed to bind in holdout creditors, strengthen clauses in bond contracts to aggregate bonds of different series, and make provisions for standstills in bond contracts.

49. Restructuring bank debt through the London Club has also often been fraught with delays and inadequate relief. Bilateral debt was restructured at the Paris Club by its members. However, not all creditor Governments are members of the Paris Club. In recent years, financing flows emanating from South-South cooperation have increased. The issue still remains open on how to provide a comprehensive and adequate debt resolution for all components of debt and provide intercreditor equity and fair burden sharing between debtors and creditors, legal predictability and timeliness for a faster return to growth and debt sustainability.

50. The absence of an international bankruptcy court for sovereign debt restructuring to provide timely, predictable and impartial solutions to debt problems has increased the cost of sovereign debt restructuring for the debtor and the creditor, and in the case of systemically important countries, for global financial stability as well. It is not that sovereign debt restructurings do not take place, but often debt restructurings are "too little too late".[24] In practice, solvency problems are frequently dealt with like liquidity problems, often requiring multiple restructuring. It is difficult to give incentives to the debtor and the private sector to carry out pre-emptive debt reprofiling to avert a distressful situation. Going forward, a timely solution in cases of debt distress will ultimately reduce costs for all stakeholders. The ongoing work to enhance frameworks for sovereign debt restructuring at IMF, at the Department for Economic and Social Affairs of the Secretariat[25] and at the secretariat of the United Nations Conference on Trade and Development (UNCTAD)[26] is the first step in moving towards a much-needed reform in the international financial architecture for debt restructuring.

VII. Multilateral reform

A. Global financial safety nets

51. A reliable global financial safety net remains an important element in ensuring global financial stability. A safety net can provide liquidity in times of systemic crisis, and reduce the incentive for countries to accumulate excess reserves as a form of self-insurance against adverse shocks. In this regard, IMF has quadrupled its

[24] IMF, *Sovereign Debt Restructuring — Recent Developments and Implications for the Fund's Legal and Policy Framework* (April 2013).

[25] www.un.org/esa/ffd/msc/externaldebt/index.htm.

[26] UNCTAD, "Draft principles on promoting responsible sovereign lending and borrowing" (Geneva, 26 April 2011). Available from http://unctad.org/en/Docs/gdsddf2011misc1_en.pdf.

lending resources since the global crisis and has revamped its lending toolkit, which has enabled it to enhance its ability to pre-empt and mitigate financial crises, contributing to the strengthening of the global financial safety net.

52. Through its lending reform following the world financial and economic crisis, IMF has introduced several new facilities with the key objective of reducing the perceived stigma of borrowing from the Fund and to encourage countries to ask for assistance before they face a full-blown crisis. These instruments include the Flexible Credit Line, which provides large and up-front access to IMF resources for members with very strong fundamentals and institutional policy frameworks and strong policies, and the Precautionary and Liquidity Line, which provides financial support to countries with sound policies but moderate vulnerabilities. According to IMF, as at April 2014, three countries, Colombia, Mexico and Poland, had used the Flexible Credit Line. While none of the three countries have thus far drawn down on these lines, they provided insurance during periods of heightened risk. Also according to the Fund, the Precautionary and Liquidity Line has to date been used by the former Yugoslav Republic of Macedonia and Morocco.

53. IMF has also refined the overall lending framework for low-income countries, with a view to increasing the flexibility of existing instruments, including by relaxing timing restrictions on access under the Standby Credit Facility, providing options for Extended Credit Facility arrangements with longer initial durations, increasing flexibility in the phasing of disbursements, and easing the poverty reduction strategy documentation requirements of the Extended Credit Facility and the Policy Support Instrument. In addition, the Rapid Credit Facility, which was created under the Poverty Reduction and Growth Trust, provides a disbursement with limited conditionality for low-income countries. The Rapid Credit Facility has a grace period of five and one-half years, and a final maturity of ten years. Financing under all concessional facilities under the Poverty Reduction and Growth Trust carry a zero interest rate, owing to a temporary exceptional waiver on interest rate which is in effect up to the end of 2014. The Fund is expected to review the interest rate level at the end of 2014.

54. In order to preserve the Fund's ability to provide financial support to low-income countries, the IMF Executive Board decided, in September 2012, to distribute to the membership in proportion to their quota shares special drawing rights of $1,750 million (about $2.7 billion) of the general reserve attributed to gold sale windfall profits. This distribution was subject to the provision of satisfactory assurances by members that they make new concessional lending subsidy contributions equivalent to at least 90 per cent of the amount distributed. On 10 October 2013, the Fund obtained the required pledge.[27]

55. The global financial safety net consists of a multilayered structure with global, regional, bilateral and national components. Country reserves represent one element of this. Additional liquidity needed to ease funding pressures during the financial crisis was provided through a series of ad hoc arrangements among key central banks. The involvement of major central banks will remain pivotal for a functioning and sufficient global financial safety net. In some cases, more permanent frameworks of liquidity lines among key central banks have been introduced. For example, in October 2013, the United States Federal Reserve institutionalized the

[27] www.imf.org/external/np/fin/prgt/second.htm.

dollar swap lines put in place during the global financial crisis with the Bank of Canada, the Bank of England, the European Central Bank, the Bank of Japan and the Swiss National Bank, totalling $333 billion.

56. Regional financing arrangements can play an increasingly important role in the global financial safety net. Existing regional financial arrangements include the Arab Monetary Fund (established in 1976), the Latin American Reserve Fund (established in 1989), the European Union Balance of Payments Assistance Facility (established in 2002), the Chiang Mai Initiative Multilateralization (established in 2010), the Anti-Crisis Fund of the Eurasian Economic Community (established in 2009), as well as the European Stability Mechanism (established in 2012). Enhancing cooperation and increasing complementarities between IMF and these regional financing arrangements would contribute to global financial stability and sustainable growth. The G20 Principles for Cooperation between IMF and the regional financing arrangements, and the IMF stocktaking paper on its engagement with regional financing arrangements may provide a basis for enhanced cooperation in this regard. However, as noted in the paper, the G20 Principles stop short of providing specific guidance and do not go beyond broadly stating that enhanced cooperation would contribute to global financial stability. In that context, observers argue for more detailed guidelines on issues such as division of labour and institutional relations between the regional financing arrangements and the Fund. At the same time, the paper also recognizes the limited experience to date and the risk that co-financing by multiple institutions with differing mandates could add increased complexity in financing operations.[28]

57. However, a global mechanism for ensuring the swift and sufficient availability of substantial resources in order to stabilize market conditions in times of systemic liquidity crisis continues to be lacking. Efforts to further strengthen crisis-lending facilities should therefore focus on enhancing the various layers of the global financial safety net and strengthening cooperation among the mechanisms at different levels. A key element in strengthening the global financial safety net is closer dialogue among IMF, national central banks and regional and subregional mechanisms. In this regard, a stronger role for IMF in coordinating and managing the various layers of the global financial safety net system might be envisaged.

B. Multilateral surveillance and policy coordination

58. In recent years, IMF has taken a number of important steps to strengthen the quality and coverage of its surveillance activities, including placing greater emphasis on cross-border and cross-sectoral linkages and paying closer attention to the spillover effects of economic policies in the world's largest economies and to linkages between the financial sector and the real economy. The latest triennial surveillance review, completed in October 2011, found that IMF surveillance remained fragmented, with a lack of depth in risk assessments and insufficient focus on interconnections and transmission of shocks. In response, the IMF Executive Board adopted, in July 2012, the decision on bilateral and multilateral surveillance (integrated surveillance decision), with a view to strengthening the legal framework for surveillance. This decision, which took effect in January 2013, makes consultations under article IV of the IMF Articles of Agreement a vehicle not only

[28] IMF, *Stocktaking the Fund's Engagement with Regional Financing Arrangements* (April 2013).

for bilateral surveillance, but also for multilateral surveillance, and allows for discussions on the full range of spillover effects of member countries' policies on global economic and financial stability.

59. IMF is currently preparing for the 2014 triennial surveillance review to be presented to the Board in September, which will consider how effectively the Fund is implementing its "integrated" surveillance framework; examine the consistency and focus of IMF policy advice; and look at the even-handedness of IMF surveillance across its membership. Concurrently, a review of the Financial Sector Assessment Programme is being carried out. In December 2013, the IMF Executive Board revised the methodology for determining jurisdictions with systemically important financial sectors. The new methodology places greater emphasis on interconnectedness; expands the range of covered exposures; takes into consideration the potential for price contagion across financial sectors; and uses the most recent available data, while adhering to principles of relevance, transparency, and even-handedness. Based on the new methodology, the list of jurisdictions with systemically important financial sectors has been expanded from 25 to 29.

60. IMF has also increased its focus on the impact of risks to global stability emanating from the financial sector. A new financial surveillance strategy lays the foundation for developing a unified macrofinancial framework that takes account of the interdependencies of financial sectors and of linkages and interactions between macroeconomic and macroprudential policies in the medium term.

C. Governance reform

61. The IMF and the World Bank Group governance reforms in 2010 were important steps towards an improved governance structure considering representation, responsiveness and accountability. At the World Bank Group, the two phases of voice reforms resulted in an increase in the voting power of developing and transitional countries in the International Bank for Reconstruction and Development and the International Financial Corporation, as well as in an increase of Part II members' voting power in the International Development Association. The third sub-Saharan African chair on the World Bank Group's Board was created in 2010. In addition, several areas of institutional reforms were achieved, including strengthening diversity within management and staff, accelerating decentralization of operations and field presence, as well as several major internal governance reforms such as the process for the selection of the President. Much of the ongoing World Bank Group reforms agenda is further enhancing the Group's responsiveness to clients. An example of this is the Group's enhanced focus on results and such new instruments as the Program for Results.

62. In order for the proposed amendment to the IMF Articles of Agreement on reform of the IMF Executive Board to enter into force, acceptance by three fifths of the Fund's 188 members (or 113 members) having 85 per cent of the Fund's total voting power is required. As at 8 July 2014, 145 members having 76.97 per cent of total voting power had accepted the amendment. For the quota increases under the Fourteenth General Review of Quotas to become effective, the entry into force of the proposed amendment to reform the Executive Board is required, as well as the consent to the quota increase by members having not less than 70 per cent of total

quotas (as at 5 November 2010). As at 8 July 2014, 162 members having 79.54 per cent of the total quota had consented.

63. The largest IMF shareholder has not yet adopted the measures necessary to ratify the 2010 Quota and Governance Reforms. The International Monetary and Financial Committee (IMFC) and G20 expressed their commitment to the progress of the IMF governance and quota reform in the communiqué issued at the meeting of G20 finance ministers and central bank governors held from 10 to 12 April 2014. In addition, in the communiqué of the twenty-ninth meeting of IMFC, participants in the meeting reaffirmed the importance of IMF as a quota-based institution and their commitment to maintaining a strong and adequately resourced IMF. If the 2010 reforms are not ratified by the end of 2014, IMFC and G20 will call upon IMF to build on its existing work and develop options for the next steps.

VIII. Conclusions

64. **The international financial system will be critical for the implementation of the post-2015 development agenda. Multilateral cooperation should be geared towards enabling the global financial system and domestic financial sectors to intermediate savings and investment more efficiently to help meet sustainable development needs while safeguarding financial stability.**

65. **Developing countries remain exposed to sudden changes in financial market sentiment and volatility of private flows. Sound macroeconomic policies, macroprudential measures and capital account regulations should be viewed as parts of a toolkit to help to prevent economic distortions and to address possible systemic vulnerabilities in the financial system caused by capital flow surges and outflows.**

66. **Institutional investors are viewed as a potential source of long-term investment for sustainable development. However, to date, most of their investment is in liquid instruments. Reforms are needed to create a more long-term oriented investor base, both at the global and national levels.**

67. **Despite notable progress, international financial regulatory reform remains behind schedule. For the system to be instrumental in financing the post-2015 development agenda, more attention will need to be given to how regulatory structures impact access to credit in areas that are critically important for sustainable development, such as infrastructure, innovation, and small and medium-sized enterprises.**

68. **For a fundamental reform of the global financial system, progress is needed in four major areas: (a) building resilience of financial institutions; (b) transforming shadow banking to transparent and resilient market-based financing; (c) ending too-big-to-fail; and (d) making derivatives markets safer.**

69. **The implementation, supervision and enforcement of other regulatory initiatives under discussion remain crucial as well and should be given more prominence in the international agenda. Such initiatives include work on the convergence of accounting standards, reduction in the reliance on credit rating agencies, reform of certain compensation practices and the establishment of macroprudential regulatory frameworks and countercyclical buffers.**

70. **The persistent lack of a timely, predictable and impartial solution to debt problems has increased the cost of sovereign debt restructuring for the debtor and the creditor, and in the case of systemically important countries, for global financial stability as well. Going forward, a timely solution in cases of debt distress will ultimately reduce costs for all stakeholders. The ongoing work to enhance frameworks for addressing sovereign debt distress is an important step towards strengthening this element of the international financial architecture.**

71. **Regional financing arrangements can play an increasingly important role in the global financial safety net. Enhancing cooperation and increasing complementarities between IMF and regional financing arrangements is important for global financial stability and sustainable growth. However, there is a need for a global mechanism to ensure the swift and sufficient availability of substantial resources, in order to stabilize market conditions in times of systemic liquidity crisis.**

72. **The global economic governance structures have to further evolve in order to broaden and strengthen the participation of developing countries and countries with economies in transition in international economic decision-making and norm-setting. The implementation of the 2010 IMF Quota and Governance Reforms would represent an important step forward if the largest shareholder of both IMF and the World Bank would adopt the necessary measures in 2014 for its ratification. The World Bank Group has committed to its next shareholding review in 2015. In addition, attention should be given to giving a greater voice to developing countries in other institutions, including the Financial Stability Board.**

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Sixty-ninth session
Agenda item 59*
Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples

The environmental, ecological, health and other impacts of the 30-year period of nuclear testing in French Polynesia

Report of the Secretary-General

Summary

The present report has been prepared pursuant to paragraph 5 of General Assembly resolution 68/93, entitled "Question of French Polynesia", in which the Assembly requested the Secretary-General, in cooperation with relevant specialized agencies of the United Nations, to compile a report on the environmental, ecological, health and other impacts of the 30-year period of nuclear testing in the Territory.

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1. On 17 May 2013, the General Assembly adopted resolution 67/265, entitled "Self-determination of French Polynesia", in which it affirmed the inalienable right of the people of French Polynesia to self-determination and independence in accordance with Chapter XI of the Charter and Assembly resolution 1514 (XV), recognized that French Polynesia remained a Non-Self-Governing Territory within the meaning of the Charter and declared that an obligation existed under Article 73 *e* of the Charter on the part of the Government of France, as the administering Power of the Territory, to transmit information on French Polynesia.

2. In paragraph 5 of its resolution 68/93, the General Assembly requested the Secretary-General, in cooperation with relevant specialized agencies of the United Nations, to compile a report on the environmental, ecological, health and other impacts of the 30-year period of nuclear testing in the Territory.

3. In a letter dated 11 April 2014, the Secretary-General brought the resolution to the attention of the executive heads of the following specialized agencies and other international organizations and invited them to submit the information requested, for inclusion in the report referred to in paragraph 2 above:

Comprehensive Nuclear-Test-Ban Treaty Organization

Economic and Social Commission for Asia and the Pacific

Food and Agriculture Organization of the United Nations

International Atomic Energy Agency

International Court of Justice

International Maritime Organization

Office of the United Nations High Commissioner for Human Rights

United Nations Human Settlements Programme (UN-Habitat)

United Nations Children's Fund

United Nations Development Programme

United Nations Educational, Scientific and Cultural Organization

United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)

United Nations Environment Programme

United Nations Industrial Development Organization

United Nations Institute for Disarmament Research

United Nations Population Fund

United Nations Scientific Committee on the Effects of Atomic Radiation

United Nations University

United Nations World Tourism Organization

World Food Programme

World Health Organization

World Meteorological Organization

4. Responses were received from eight United Nations entities. The Food and Agriculture Organization of the United Nations, the International Court of Justice, the United Nations Industrial Development Organization, the United Nations Population Fund, the World Food Programme and the World Meteorological Organization indicated that they did not have any information to provide on the issue. Information submitted by the International Atomic Energy Agency and the Office of the United Nations High Commissioner for Human Rights is set out below.

International Atomic Energy Agency

5. In April 1996, following a request from the Government of France, the International Atomic Energy Agency (IAEA) embarked on a study of the radiological situation at the atolls of Mururoa and Fangataufa, in French Polynesia.[1] The study was designed to assess the residual radiological conditions at the atolls after the end of all of the weapon testing. The study focused on the radiological situation at that time and the potential long-term radiological situation. The study concluded that:

(a) The radiation doses received after the end of the tests by populations in the South Pacific region, as a result of the residual radioactive materials remaining in Mururoa and Fangataufa, were negligible fractions of natural background levels and would continue to be so in the long term;

(b) Based on the measured and predicted radionuclide activity levels, as well as the low dose levels estimated for the present and the future, no remedial actions at the Mururoa and Fangataufa Atolls were needed on radiological protection grounds, either now or in the future.

6. Based on the assessment of radiation doses after the end of the tests, it was concluded that there would be no radiation health effects which could be either medically diagnosed in an individual or epidemiologically discerned in a group of people that would be attributable to the estimated radiation doses that were being received at the time of the study in 1998, or that would be received beyond this time by people as a result of the residual radioactive material at the Mururoa and Fangataufa Atolls. The study emphasized that, at the very low levels of doses estimated in the study, there would be no changes in cancer incidence rates in the region attributable to radiation exposure caused by the residual radioactive material at the Mururoa and Fangataufa Atolls.

7. During the investigation performed after the end of the tests, radiation dose rates to the native biota resulting from the residual radioactive material at the Mururoa and Fangataufa Atolls were assessed. In the great majority of cases, dose rates to the biota were found to be similar to, or lower than, dose rates from natural radiation sources. Overall, the study concluded that the expected radiation dose rates and modes of exposure were such that no effects on biotic population groups could arise.

8. France carried out 41 atmospheric and 137 underground nuclear tests in French Polynesia. The radiation doses received after the end of the tests and still to be received by populations in the South Pacific region, as a result of the residual

[1] International Atomic Energy Agency, *The Radiological Situation at the Atolls of Mururoa and Fangataufa: Main Report* (Vienna, 1998).

radioactive materials remaining in Mururoa and Fangataufa, are negligible fractions of natural background levels. Radiological impacts on the biota arising from residual radioactivity will not cause effects on biotic populations.

Office of the United Nations High Commissioner for Human Rights

9. According to information submitted by the Office of the United Nations High Commissioner for Human Rights, the Special Rapporteur on the implications for human rights of the environmentally sound management and disposal of hazardous substances and wastes noted in a report to the Human Rights Council (A/HRC/21/48/Add.1, para. 9) that people in territories where countries conducted nuclear testing programmes, including in French Polynesia, were affected by nuclear testing programmes. The Special Rapporteur also referred to a report of the United Nations Scientific Committee on the Effects of Atomic Radiation,[2] which found that the testing of nuclear weapons in the atmosphere involved unrestrained releases of radioactive materials to the environment locally, regionally or globally (depending on the altitude of the explosion), causing the largest collective dose thus far from man-made sources of radiation.

10. With regard to the right to health, the Special Rapporteur stressed that radiation doses are not frequently encountered in everyday life, although people may be exposed to natural "background" radiation from the air, land, sea, foodstuffs and the human body itself, as well as from various beneficial practices, such as radiological medicine. Referring to a public information document by IAEA entitled "Nuclear Tests in French Polynesia: Could Hazards Arise?",[3] the Special Rapporteur assumed that any increase in a dose of radiation, however minute, would result in a proportionate increase in the risk of cancer (A/HRC/21/48/Add.1, para. 20). Furthermore, the Special Rapporteur stated that human beings were exposed to radiation from the release of radioactive elements or radionuclides, generally through:

(a) Rain washing hazardous radioactive materials out of the air in the form of acid rain;

(b) Direct external exposure to a nuclear explosion cloud;

(c) Direct external exposure to hazardous radioactive materials in the ground;

(d) Internal exposure from eating, drinking or inhaling hazardous radioactive materials in food, water or air;

(e) Internal and/or external exposure from contact with contaminated water (A/HRC/21/48/Add.1, para. 21).

11. In the context of the first cycle of the universal periodic review of France, in 2008, one question raised in the Working Group was whether measures were being envisaged to prevent or reduce the consequences of nuclear tests for the population living in overseas territories (A/HRC/8/47, para. 13). During the second cycle of the

[2] United Nations Scientific Committee on the Effects of Atomic Radiation, *Report on the Effects of Atomic Radiation to the General Assembly*, Annex C, paras. 6 and 18 (see www.unscear.org/docs/reports/annexc.pdf).

[3] See www.iaea.org/Publications/Booklets/mururoabook.html; for the International Advisory Committee's main report, see footnote 1.

universal periodic review of France, in 2013, one stakeholder recalled that, 17 years after the last French nuclear test was held in the Pacific, Maohi islanders were still living with the legacy of hundreds of nuclear tests (A/HRC/WG.6/15/FRA/3, para. 74). More information on these issues can be found in the referenced, and related, documents.

12. In its general comment No. 14 on the right to the highest attainable standard of health, the Committee on Economic, Social and Cultural Rights stressed that States should refrain from using or testing nuclear weapons if such testing results in the release of substances harmful to human health (E/C.12/2000/4, para. 34). Furthermore, monitoring the health of people for adverse effects of radiation and providing timely health care are an important aspect of the fulfilment of the right to health, as highlighted by the Special Rapporteur on the right of everyone to the enjoyment of the highest attainable standard of physical and mental health in his report on the aftermath of a nuclear disaster (A/HRC/23/41/Add.3, para. 13). In addition, transparency and accountability in governance, access to remedies and participation of the affected population in decision-making processes are necessary to the enjoyment of the right to health (ibid. and E/C.12/2000/4, paras. 11, 55 and 59).

13. The Human Rights Committee, in its general comment No. 14 on the right to life, stated that it was evident that the designing, testing, manufacture, possession and deployment of nuclear weapons were among the greatest threats to the right to life which confront mankind today. Furthermore, the Human Rights Committee recommended that the production, testing, possession, deployment and use of nuclear weapons be prohibited and recognized as crimes against humanity (A/40/40, annex VI, paras. 4 and 6).

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Human resources management

Overview of human resources management reform: towards a global, dynamic and adaptable workforce for the United Nations

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolutions 67/255, 68/252 and 68/265. The report presents an overview of human resources management in the Organization, specifically addressing progress in the implementation of the human resources management reforms approved by the General Assembly since its sixty-third session in 2009. The report contains information on the learning and career development strategy, and on efforts to improve gender and geographic representation, including the representation of developing countries, and to improve staff health and well-being.

The report has four addenda: an update on the preparatory work for implementation of the mobility and career development framework (A/69/190/Add.1); a proposal for strengthening the performance management system (A/69/190/Add.2); a progress report on and proposed next steps for the young professionals programme (A/69/190.Add.3); and a comprehensive review of the system of desirable ranges (A/69/190/Add.4).

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I. Introduction

1. The present report is submitted pursuant to General Assembly resolutions 67/255, 68/252 and 68/265. The report provides updated information on the implementation of ongoing human resources management reforms in the Organization, which have been under way since the sixty-third session of the General Assembly. It contains information on the learning and career development strategy, and an update on efforts to improve gender representation, the representation of developing countries and staff health and well-being. Four addenda to the report contain: an update on the preparatory work for implementation of the mobility and career development framework (A/69/190/Add.1); a proposal for strengthening the performance management system (A/69/190/Add.2); a progress report and proposed next steps for the young professionals programme (A/69/190/Add.3); and a comprehensive review of the system of desirable ranges (A/69/190/Add.4).

2. The status of implementation of requests made by the General Assembly in its resolutions 63/250, 67/255, 68/252 and 68/265 and of requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly is set out in the annex to the report.

II. Summary of progress made with regard to human resources reform initiatives and talent management

3. The Organization's greatest resource is its workforce. Since the adoption by the General Assembly of resolution 63/250, the Organization has undertaken a variety of human resources management reforms to develop a United Nations that is more responsive and flexible, supports a culture of empowerment and performance; allows equal access to career opportunities, irrespective of programmes and sources of funding; and provides staff with the chance to learn and grow so that they can reach their greatest potential. With these conditions in place, the Secretariat can best attract a global, adaptable and dynamic talent pool and ensure that the Organization can function in an integrated and interoperable fashion. Table 1 provides a summary of progress made as of August 2014 and the next steps to be taken by the Organization in continuing to implement the human resources reforms.

Table 1
Summary of progress made in implementation of human resources reforms

Area	*Activities/milestones*	*Next steps*
Contractual reform	One-time review of permanent appointments conducted: of 5,908 cases, 4,094 were deemed eligible for conversion to permanent appointments as of July 2014	
	Continuing appointments system established, including development of supporting information technology tool and calculation of post envelopes	Issuance of continuing appointments for those staff deemed eligible
	As of July 2014, a review of continuing appointments is under way	

Area	*Activities milestones*	*Next steps*
Workforce planning	Launched HR Insight tool which provides staffing information, including on retirements, for Member States	Leverage of Inspira, Umoja and mobility projects to continue to improve ability to plan the Organization's workforce
	Completed a pilot workforce planning project with the Medical Services Division	
	Civilian staff reviews mandated for all missions to ensure staffing is aligned with mandate. Six completed as of June 2014	• Finalization of civilian staff reviews for remaining missions and compile best practices, lessons learned and trends
Staff selection and recruitment	Implemented Inspira e-staffing platform on 22 April 2010. Inspira, which replaced Galaxy, is a more flexible and feature-rich platform with enhanced screening and reporting capabilities. Inspira has now been deployed to the field	
	New staff selection system implemented on 22 April 2010 with streamlined eligibility criteria, improved evaluation methodology and greater emphasis on roster selection	
	Careers website established, providing information on employment in the United Nations, including how to apply, interviews, examinations, conditions of service, etc.	
	Young professionals programme implemented annually, with first examinations carried out in December 2011, and successful candidates onboarded as of July 2012	
	Outreach strengthened with establishment of Outreach Unit	
	Enlargement of field rosters by 1,500 additional candidates during 2013-2014	
Performance management	Mandatory performance management training introduced in 2011	Implementation of proposed changes outlined in A/69/190/Add.2
	E-performance tool in Inspira completed and deployed throughout the Organization in April 2012	
	Consultations, including on best practice, to reform and strengthen performance management in the Organization	

Area	*Activities/milestones*	*Next steps*
	Development of a proposal to strengthen performance management, to be reviewed by the General Assembly in 2014	
Learning and career development	Learning management system piloted in early 2012 Development of new learning and career support strategy in 2014	Continue deployment of learning management system to include e-learning content of mandatory courses, substantive content courses, language courses and language exams, etc. Continue reviewing and revising learning and development programmes in line with the key elements of the new learning and career support strategy
Mobility	Proposal for comprehensive mobility and career development framework approved by the General Assembly	Preparation commenced for the implementation of comprehensive mobility framework, beginning in 2016
Work/life issues	Flexible working arrangements pilot carried out during the period November 2011 to December 2014. Lessons learned used to develop a revised policy Communications campaign on flexible working arrangements carried out	Finalize and implement revised flexible working arrangements policy

III. Specific initiatives

A. Implementation of human resources management reforms

Background and imperatives

4. The General Assembly, in its resolution 67/255, requested the Secretary-General to submit to the Assembly at the main part of its sixty-ninth session a progress report on the implementation of ongoing human resources management reforms, including those approved in its resolutions 63/250, 65/247 and 67/255, with a particular focus on whether those reforms were yielding the expected benefits and other efficiencies and concrete improvements. The progress made and experience gained so far in the implementation of the contractual arrangements, the harmonization of conditions of service in the field and the benefits realized are described below.

1. Contractual arrangements

5. As set out in the report of the Secretary-General on investing in people (A/61/255), one of the major objectives of human resources management reform was to recognize the Organization's need for a truly integrated, field-oriented and global workforce. A major obstacle to achieving that objective was the wide range of

contractual arrangements with different conditions of service. At that time, there were three different series of the Staff Rules (100, 200 and 300 series), with nine different contract types. While in general the 100 and 200 series of the Staff Rules provided for similar conditions of service, the 300-series appointment of limited duration used in field operations provided a much more limited compensation package.

6. Consistent with the contractual framework adopted by the International Civil Service Commission (ICSC) (A/60/30, annex IV), the Secretary-General proposed simplified and streamlined contractual arrangements (see A/63/298) which would better serve operational requirements and ensure transparency, fairness and consistency in the treatment of staff. The new contractual arrangements provided for three types of appointments under a single series of Staff Rules:

(a) A temporary appointment for less than one year, or renewed for one additional year to meet surge needs in the field and needs of special projects;

(b) A fixed-term appointment, which could be renewed for any period up to five years at a time;

(c) A continuing appointment, which would be open-ended.

7. The General Assembly, in its resolution 63/250, stressed the need for the rationalization of the United Nations system of contractual arrangements, which lacked transparency and was complex to administer, and approved the new contractual arrangements which would comprise three types of appointments (temporary, fixed-term and continuing), under one set of Staff Rules, effective 1 July 2009.

Temporary appointments

8. The introduction of the temporary appointment has provided flexibility for the Organization to respond to evolving organizational needs without long-term obligations. The 364-day limitation on the use of the temporary appointments for work that is not related to field operations or special projects with finite periods is, however, sometimes too short to meet certain temporary needs. Some departments/offices would prefer to have flexibility to extend the temporary appointment beyond 364 days for temporary needs not related to the field or for special projects for a finite period, for example, in cases in which a staff member is hired on a temporary appointment to replace another staff member on special leave without pay that is extended for a period of two years. In addition, in some instances, offices or commissions have been assigned short mandates of less than one year which were subsequently extended for successive periods of three to six months at a time. Staff members recruited on temporary appointments for service with such entities eventually reach the maximum period of 729 days on a temporary appointment. The uncertainties of mandate extensions and funding, however, do not allow for the recruitment of staff on fixed-term appointments, as the initial fixed-term appointment must be for a period of at least one year or more. Although the rigidity of the temporary appointment does not always respond to such uncertain operational realities, ad hoc solutions have been found in such instances to ensure programme continuity.

Fixed-term appointments

9. Following the adoption of General Assembly resolution 63/250, the new Staff Rules were promulgated provisionally, effective 1 July 2009. A review of staff

holding 300-series appointments of limited duration in the field was conducted, resulting in 3,620 international staff in peacekeeping operations and special political missions being reappointed under the new fixed-term arrangements, effective 1 July 2009. In accordance with General Assembly resolution 63/250, staff members on former 300-series appointments were given mission-specific fixed-term appointments until such time as they had gone through a competitive process that was subject to the review of a central review body. With the promulgation of administrative instruction ST/AI/2010/3 on the staff selection system, international staff members in peacekeeping operations and special political missions were integrated into the Secretariat's staff selection system, ensuring that common standards would be applied to the recruitment of all staff at headquarters and in the field.

10. Staff members previously serving under the 200-series of Staff Rules were also reappointed on fixed-term appointments under the new Staff Rules. The fixed-term appointments of staff under the former 200 series of the Staff Rules were limited to service at the department or office and the level at which he or she was serving, until such time as they had gone through a competitive process that was subject to the review of a central review body.

11. A new administrative instruction on the administration of fixed-term appointments (ST/AI/2013/1 and Corr.1) was issued on 22 April 2013. Promulgated in the instruction is a standardized approach throughout the Secretariat to the granting and renewal of fixed-term appointments and the criteria for the renewal of fixed-term appointments for periods of up to five years at a time.

2. Continuing appointment review

12. Following the preparation phase, which included the promulgation of the policy and procedures for a continuing appointment and the application of enhancements to Inspira to facilitate the review process, the first review for consideration for conversion to a continuing appointment as at 1 July 2012 was launched on 8 July 2013.

13. The initial post envelope for the 2012 review for the Professional and higher categories and the Field Service category was 6,869 and for the General Service and related categories, 4,451. After deducting the number of existing staff with continuing and permanent appointments in each of the post envelopes, the total maximum number of continuing appointments that could be granted for the 2012 review was 3,342 for the Professional and higher categories and the Field Service category and 558 for the General Service and related categories.

14. For the 2012 review, a total of 4,972 staff members were potentially eligible. Of those, 2,432 staff members in the Professional and higher categories and in the Field Service category, and 764 staff in the General Service and related categories, met the eligibility criteria. As the number of eligible staff in the Professional and higher categories and Field Service category was less than the available number of appointments in the post envelope, there was no requirement to conduct a review of points. Given that more staff were found eligible than the number of available appointments under the post envelope for the General Service and related categories, a points allocation review will be conducted.

15. Approximately 60 per cent (or 1,479) of the staff in the Professional and higher categories and Field Service category found eligible for consideration for conversion

to a continuing appointment were serving in field missions. Despite the fact that staff members in field missions represent the majority of staff found eligible, a number of staff, particularly but not exclusively in the field, were found to be ineligible because they did not have the four performance appraisal reports, required in accordance with paragraph 53 (d) of and the annex to General Assembly resolution 65/247. While the normal performance appraisal cycle is for one year, prior to the contractual reforms, staff members with appointments of less than one year often had special performance reports covering periods of less than one year. In other instances, particularly for staff in the field, the frequent movement of staff and/or supervisors between jobs or duty stations during the reporting cycle resulted in performance reports being given for periods of less than one year. To address the issue of the duration of the performance appraisal report, the Secretary-General proposes, as a transitional measure pursuant to paragraph 53 (d) of and the annex to General Assembly resolution 65/247, to allow staff members who have had a performance rating of at least "Meets expectations" or its equivalent in all performance reports, including those of a duration of less than one year, covering the preceding four years to be eligible for consideration for conversion to a continuing appointment. No points, however, would be allocated for any performance appraisal report covering a period of less than one year. It is proposed that this transitional measure be implemented as of the next review period, beginning 1 July 2013.

16. Some mission staff whose appointments remain limited to service with a specific mission were also found ineligible for consideration for a continuing appointment, given that the eligibility criteria set out in paragraph 53 (a) (ii) of General Assembly resolution 65/247 require that staff previously appointed under the 100, 200 or 300 series of the Staff Rules and who had been appointed since 1 July 2009 on a fixed-term appointment under the new Staff Rules to have undergone a competitive process under staff rule 4.15 in order to be considered eligible for consideration for conversion to a continuing appointment. The process of regularizing the appointments of over 6,800 international staff in field missions (which involves application to a job opening, assessment, review by a central review body and a reference check) has been challenging. As of March 2014, the appointments of 62 per cent of international staff in peacekeeping operations and special political missions had been regularized through this process. A number of factors contributed to the challenges in regularizing mission staff. Some staff members have not yet applied to a generic or position-specific job opening, while other staff who did apply to a job opening either applied for a higher-level position and have not yet been selected, did not pass the assessment process, or the reference check could not be verified or completed by the time of the review. As reference checks were not previously consistently conducted for mission staff when initially appointed under the 300 and 100 series of the Staff Rules, it is necessary to conduct such reference checks during the regularization process in order to verify the required academic qualifications and previous work experience, which has also added to the timeline for completing the regularization process.

17. During the review process, some departments and offices raised concerns regarding the potential impact of granting of continuing appointments to staff serving on posts funded from voluntary contributions. The Secretary-General had proposed that staff with five years of continuous service in the Organization would be eligible for consideration for a continuing appointment, which would be granted if there were a continuing need for the services of the staff member in the same department or

elsewhere in the Organization and if the staff member had demonstrated the highest standards of efficiency, competence and integrity (A/63/298 para. 16). Under that proposal, staff members who held appointments limited to service in a particular office or who worked in projects or entities with finite mandates would not be excluded from consideration for continuing appointments and could be granted a continuing appointment provided there was a continuing need for their services in the Organization. The anticipated longevity of the programme, combined with the suitability of an individual for longer-term functions, would determine the continuing need for the services of the staff member concerned. Following the consideration of the Secretary-General's proposed definition of continuing need, the General Assembly, in its resolution 65/247, decided that the continuing needs of the Organization should be determined on the basis of established and temporary posts of a duration of more than five years as well as general temporary assistance in special political missions, and set the initial level of the post envelopes at 75 per cent of such posts. As eligible staff serving on positions funded from extrabudgetary sources are not excluded from the continuing appointment review on the basis of the source of funding, some departments/offices have expressed concern at the potential liability for payment of termination indemnity in respect of staff members granted a continuing appointment encumbering positions financed from voluntary contributions in the event that the funding ceased and the staff members' services were no longer required. Should such situations arise, the Organization would make efforts to laterally reassign the staff members within the department or assist the staff member in finding an alternative position in the Organization in order to reduce potential payments of termination indemnity.

18. The 2012 continuing appointment review process is currently in its final stages, with 90 per cent of cases processed, and is expected to be completed by the end of September 2014.

3. Harmonization of conditions of service in the field

19. Prior to the harmonization of conditions of service in the field in 2011, field missions were designated as either "established" (family missions) or "special" (non-family) missions. The designation of non-family missions was made for administrative and operational reasons and was not related to security at the location. For other staff of United Nations offices, agencies, funds and programmes, the designation of a duty station as "family" or "non-family" was solely based upon the designated security phase. A number of duty stations that were considered family duty stations for other staff of the Secretariat and the United Nations agencies, funds and programmes were considered non-family for mission staff, leading to different treatment of mission staff. More than 90 per cent of international staff in United Nations peacekeeping operations and special political missions served at non-family duty stations, separated for prolonged periods of time from their families and without compensation for having to maintain a separate household. The compensation package for mission staff was between 30 and 40 per cent lower than that for field staff of the United Nations agencies, funds and programmes in the same location. International staff vacancy rates averaged 26 per cent, with an annual turnover rate in 2007 of 29 per cent for Professional staff.

20. In an effort to improve conditions of service in the field to meet the needs of an increasingly field-based Organization, ensure equitable treatment of staff, and attract and retain high-quality personnel in the field, the Secretary-General, in his report on

harmonization of conditions of service (A/65/305/Add.1, sect. II), expressed his support for the recommendations of ICSC to harmonize the designation of mission duty stations as family or non-family on the basis of a security assessment, to introduce an additional hardship allowance for staff serving at non-family duty stations, and to establish a framework for rest and recuperation travel. The recommendations of the ICSC to harmonize conditions of service of staff in the field were approved by the General Assembly in its resolution 65/248, concerning the United Nations common system.

21. Following the adoption of General Assembly resolution 65/248, effective 1 July 2011 the designation of mission duty stations as family or non-family was harmonized with that of the United Nations agencies, funds and programmes, based on security considerations. As a result, effective 1 July 2011, the status of 39 duty stations in peacekeeping operations and special political missions were changed from non-family duty stations to family duty stations, increasing the proportion of mission staff assigned to family duty stations to 35 per cent, up from 10 per cent prior to July 2011. The designation of duty stations as family or non-family by the ICSC has brought equity to the treatment of United Nations common system staff at the same duty station.

22. The additional non-family hardship allowance for staff assigned to non-family duty stations was also introduced on 1 July 2011. The additional allowance has provided an incentive for staff to serve at non-family duty stations because it compensates staff for the additional costs associated with service at a non-family duty station. Turnover rates for international staff at non-family duty stations have decreased from 16 per cent for the period 1 July 2010 to 30 June 2011 to 9.2 per cent for the period 1 July 2012 to 30 June 2013. This allowance has, however, posed a challenge for some family duty stations. As the determination of a duty station as family or non-family is made on the basis of security concerns only, some staff serving at family duty stations that lack adequate schooling, housing and/or medical facilities choose not to bring their families to the duty station. Such staff are more motivated to move to a non-family duty station because they perceive that they are de facto separated from their families and incurring expenditures for dual households without the benefit of the additional non-family hardship allowance.

23. The rest and recuperation designations and cycles for field missions have also been harmonized with those of the United Nations agencies, funds and programmes. In line with the rest and recuperation framework set out in annex XI to the report of the ICSC (A/65/30), wherever mission transportation was available, it was provided to the extent possible to mission personnel free of charge and no payment for travel costs applied. The ICSC framework provides a regulated and systematic process for determining the rest and recuperation cycles for field duty stations, ensuring the standardization of the cycles among United Nations common system staff and therefore greater transparency and equity.

Conclusions

24. Prior to the implementation of the streamlined contractual arrangements and harmonization of conditions of service, the three series of the Staff Rules with different conditions of service created inequalities in compensation and job tenure of staff, as well as confusion among staff members as to the differences in their appointment type and conditions of service. The new contractual arrangements

under the one set of Staff Rules and harmonized conditions of service provide clarity, transparency and fairness for all staff. The new contractual arrangements, coupled with the harmonization of conditions of service in the field, have also enhanced the Organization's ability to better attract and retain staff for service in the field. This is reflected in the reduction of the vacancy rate for international staff in peacekeeping operations and special political missions from 32.5 per cent as at 30 June 2008 to 17.3 per cent as at 30 June 2013.

25. The single set of Staff Rules with common conditions of service has further streamlined the administration of contracts and enhanced consistency in the application of the Staff Rules and administrative issuances. The introduction of the single set of Staff Rules was particularly important in the context of the development and implementation of Umoja, given that it eliminated the need to develop separate processes for the wide range of different rules, appointment types, allowances and benefits under the former 100, 200 and 300 series of the Staff Rules. In addition, the streamlining of contractual arrangements and harmonization of conditions of service in the field have eliminated major barriers to the movement of staff between headquarters and the field. These are fundamental elements that will help to facilitate mobility and achievement of the objective of integrating the field and headquarters into one global Secretariat.

26. While some further refinement to the complexity of the continuing appointment review process and flexibility in the use of the temporary appointment would be welcome in the future, the Secretary-General at present does not propose any changes to the contractual arrangements, other than the transitional measure proposed in paragraph 114 below. Depending on the review by ICSC of its contractual framework, adjustments may be proposed in the future in the light of experience.

B. Talent management

1. Workforce planning

Background and imperatives

27. The General Assembly, in paragraph 16 of its resolution 66/246, reiterated its requests for the Secretary-General to formulate a strategy on succession planning for all departments of the Secretariat and to report thereon to the General Assembly at its sixty-seventh session. In response, the Secretary General provided an overview of succession planning strategies that the Secretariat was undertaking (see A/67/324). In addition, the General Assembly in paragraph 16 of its resolution 68/252, urged the Secretary-General to develop a workforce planning system as a matter of priority and to present it to the Assembly for consideration at its sixty-ninth session.

Progress made since the adoption of General Assembly resolutions 67/255 and 68/252

28. Current workforce planning activities in the Secretariat are summarized below. While the Secretariat has made progress towards outlining a workforce planning system and reviewing best practices in other organizations, additional work is required in order to align those efforts with the current budgetary planning framework and the new mobility and career development framework.

29. The Secretariat's current workforce planning activities are outlined in table 2.

Table 2
Workforce planning activities of the United Nations Secretariat

Entity[a]	*Positions*	*Current activities*
All	Young Professionals Programme	Forecast young professionals programme staffing needs so that there are enough candidates on the examination rosters for a two-year period to meet future needs
Non-field	All	Provide entities with forecasted retirement reports based on staff retirement dates. Forecasted retirement vacancies should be advertised as anticipated job openings 12 months ahead of retirement
		Forecasted retirement reports are available to Member States for their nationals online at HR Insight. In addition, forecasted retirement reports for senior positions (P-5 to D-2) are online at HR Insight
	Language	Department for General Assembly and Conference Management prioritizes language examinations based on factors such as staffing complement, number of vacancies, projected retirements, separations during the period and status of the roster
Field operations	D, P, Field Service	Ongoing assessments are made to identify vacancy gaps in occupational rosters, including with regard to Arabic and French language skills, which are to be filled through generic job openings
		Identify immediate and hard-to-fill positions to be filled through position-specific job openings

[a] Non-field operations include departments/offices, regional commissions and tribunals. Field operations include missions and the United Nations Logistics Base at Brindisi, Italy, and special political missions of thematic clusters III (political offices, peacebuilding support offices and integrated offices) and IV (United Nations assistance missions).

Next steps

30. Establishing an effective workforce planning process and institutionalizing workforce planning as a new management discipline in the Secretariat will require significant effort. In February 2014, the Office of Human Resources Management, in conjunction with the Department of Field Support, launched a project to develop a workforce planning system that could be applied across the Secretariat. A workforce planning advisory group was established, composed of individuals working in various departments and offices with relevant experience in talent management, strategic planning and budgeting. In the initial phase and the conceptual design of the project (February-May 2014), the team reviewed current workforce planning practices and lessons learned, developed a vision and new methodology for workforce planning, and conducted a pilot project with the Medical Services Division of the Office of Human Resources Management.

31. Since the initiative is still in its infancy, additional pilot projects are required and emphasis needs to be placed on testing and learning through doing while

building workforce planning capacity within the human resources community in both field and non-field operations.

32. Under the new mobility and career development policy, many aspects of talent management previously undertaken by programme managers, such as selection decisions, will now be carried out by job network boards with the support of network staffing teams. This represents a shift from the vertical talent management approach (i.e. focused on an entity) to one of horizontal talent management (i.e. focused on a job network, the membership of which transcends organizational structure). Job network boards and network staffing teams will therefore need to be engaged in the workforce planning process to provide the horizontal perspectives with regard to recruitment and talent development priorities.

33. The Secretariat will also continue to link organization and position management in Umoja in order to ensure that changes to the process and the system are delivered in line with the requirements of workforce planning. It is also recognized that additional improvements to Inspira will be required insofar as items such as a skills inventory will be particularly useful for supporting both workforce planning and the new mobility policy. In order to develop and implement a robust workforce planning system, a significant investment of resources and time will be required. Given the limited resources and other priorities in the human resources reform effort, implementation will be phased over a number of years. It is envisaged that the timeline will be aligned with the phased deployment of the new mobility and career development framework (see A/69/190/Add.1).

2. Staff selection and recruitment

34. With the approval by the General Assembly in resolution 68/265 of the mobility and career development framework presented by the Secretary-General (A/68/358), the Organization will be establishing new policies and procedures to govern selection and reassignment under the framework (see A/69/190/Add.1). Given that the new mobility framework will be implemented in a phased manner beginning in 2016, the current staff selection system (as amended) will continue for those job networks that are not yet operational under the mobility framework.[1] Therefore, the Organization will continue to make improvements in staff selection and recruitment so as to ensure that those improvements are reflected in the new policies being developed to implement the mobility framework. Updated information on current staff selection timelines, improvements to the young professionals programme and ongoing efforts to improve gender representation and the representation of developing countries is provided below.

(a) Staff selection timelines

Background and imperatives

35. In resolution 63/250, the General Assembly approved contractual reforms that helped to create a single, integrated global Secretariat, emphasized that transparency

[1] In other words, until such time as a job network is operational (at which point job network boards will make recommendations for selections against vacant positions and reassignment of serving staff), the selection process will continue to operate in much the same manner as it currently does under administrative instruction ST/AI/2010/3. Additional information on the new mobility and career development framework can be found in A/69/190/Add.1.

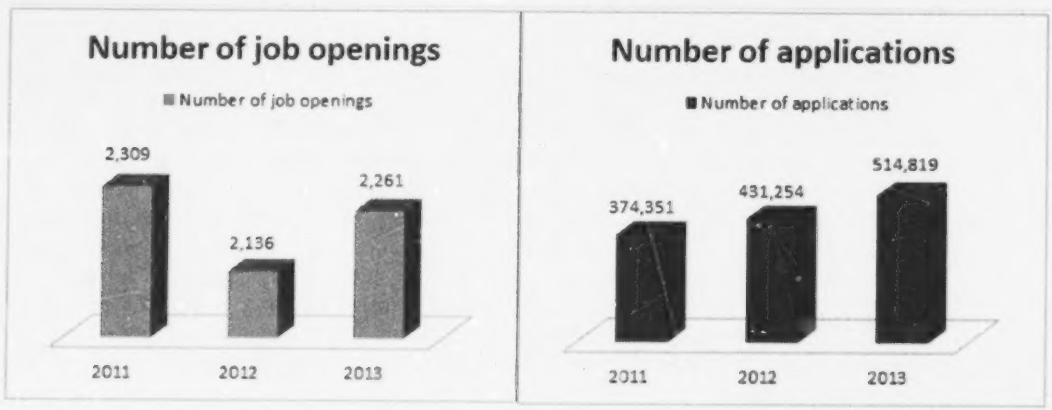
and non-discrimination must be ensured in the staff selection system and requested the Secretary-General to ensure that all anticipated and immediate vacancies be properly advertised and filled quickly. It was stressed that, in the new staff selection process, transparency needed to be ensured for both applicants and hiring managers. In response, the Under-Secretary-General for Management promulgated the new policy governing the staff selection (ST/AI/2010/3) and launched the new United Nations careers portal and the e-staffing tool, Inspira.

36. Inspira enables applicants and hiring managers to readily access updated information on the status of applications and vacancies. Inspira also automatically screens applications on the basis of the minimum eligibility and thus eases the burden of hiring managers in the screening of applications.

Progress made since the adoption of General Assembly resolution 63/250

37. Beyond the actions addressed in the previous report of the Secretary-General (A/67/324, para. 34), the deployment of Inspira to field missions commenced on 31 January 2013 and was completed in July 2014. All field missions now issue and process all job openings in Inspira. The volume of job openings and the number of applications have steadily increased since the launch of Inspira in April 2010 (see fig.). Inspira now serves as the Organization's online platform for recruitment. It has enabled consolidation of all data pertaining to recruitment and the creation of a global roster through the integration of field and non-field rosters.

Number of job openings and applications, 2011-2013[a]



Note: Job openings include standard job openings, continuous job openings, job openings for D-2 positions, recruitment from rosters, young professionals programme examinations and language examinations.

[a] Numbers of job openings and applications comprise all job openings for all levels, including locally recruited staff as well as young professionals programme and language examinations which were advertised in Inspira during the respective calendar years.

38. Additional steps have been taken by the Office of Human Resources Management and the Department of Field Support to address the delays in the recruitment process. These steps include a business process review exercise conducted by Office and an analysis of the human resources management scorecard which have been used to investigate the reasons for delays in the recruitment process.

39. The business process review, initiated in 2013, is specifically designed to identify delays and bottlenecks in the processing of job openings in Inspira. Through the review, a number of issues that cause delays in posting of job openings have been identified. These are mainly:

- Inconsistencies in the bases for job openings including generic job profiles and job descriptions
- Unclear roles and responsibilities of process owners
- Cumbersome workflow
- Inconsistent screening questions
- Lack of sufficient training.

40. Steps are being taken to develop ways to address the above-mentioned issues.

41. The current staff selection process takes 213 days on average, from the initiation of a job opening to eventual selection (see table 3). This is 62 days over the current target of 143 days. The Office of Human Resources Management has begun to use the human resources management scorecard to analyse individual job openings for which there have been significant delays beyond the projected target days and to identify the issues causing those delays. Following on from the analysis, the Office of Human Resources Management has initiated meetings with executive offices in client departments, during which the scorecard performance and individual cases are discussed. The meetings are also used to discuss and address any issues pertaining to recruitment and to strengthen the partnership with the respective department.

Table 3
Staffing timeline (including both roster and non-roster selections)[a]

	Target	*2011*	*2012*	*2013*
1. Job requisition approval	2	13	6	5
2. Job posting request approval	2	3	3	2
3. Job opening building	8	21	18	10
4. Job opening detail approval	2	8	5	5
5. Pre-job posting	9	3	4	4
6. Initial human resources assessment	5	13	14	11
7. Recommendation of candidates	40	113	126	134
8. Status review	3	16	7	7
9. Central Review Board endorsement	7	19	15	16
10. Selection by the head of department/office	5	21	19	19
Total duration of actions within senior managers' compact target of total target of 143 days	**83**	**230**	**216**	**213**
Total duration of actions within 120-day target mandated by General Assembly (actions 6 to 10)	**60**	**182**	**180**	**186**

Note: Targets exclude advertising time of 60 days.

[a] Roster selections for job openings in field missions are included only in data for 2013 as the deployment of Inspira to field missions commenced on 31 January 2013.

42. In addition, in order to support managers in performing their recruitment functions effectively and efficiently, including the use of the Inspira platform, the Secretariat has conducted monthly workshops and initiated an assessment pilot project.

43. Monthly workshops are conducted for hiring managers and executive offices across departments at headquarters. During these workshops, information on policies as well as operational procedures are discussed in order to ensure a clear understanding and more consistent interpretation of recruitment activities. Since February 2014, subject-specific workshops on how to build job openings and how to evaluate candidates in a more effective and efficient manner have also been launched with a view to assisting hiring managers further in speeding up the recruitment timeline. Attendance has been high during these sessions and the feedback from the attendees has been positive.

44. Analysis using the human resources management scorecard revealed that one of the steps causing delays in the recruitment process is in the recommendation of candidates. The reason for the delay is the increasing number of applicants, which means that hiring managers spend a significant amount of time manually reviewing all eligible applicants. At present, after a job opening closes, a hiring manager must manually review each applicant screened-in by Inspira to determine his or her suitability for the position. This evaluation entails the subjective review of on average 200 to 400 applications for P-3/P-4 job openings and up to more than 800 applications for certain job families. The fact that every application has to be manually reviewed limits how quickly a hiring manager can complete this task.

45. To address the concern of hiring managers taking too long to review applications and recommend candidates, an assessment project was developed using a two-pronged approach, namely: (a) conduct of workshops for hiring managers on how to efficiently and effectively build valid, reliable tests; and (b) development and administration of specialized, online substantive knowledge tests for job openings for which there are large numbers of applicants; the tests would be given to the applicants screened-in by Inspira and, based on the results of the tests, a shortlist of suitable candidates would be created and forwarded to the hiring manager for further assessment. A pilot online test conducted for five job openings proved that the time that the hiring managers had to spend on manually reviewing applications was significantly reduced.

Next steps

46. The mobility framework was approved in April 2014 and implementation will begin from 1 January 2016, starting with the political, peace and security job network (POLNET). Implementation of mobility will affect the staff selection system as a number of changes will have to be made to the current staff selection system. The current staffing selection system, however, must continue to run on a parallel basis until the mobility framework is launched for all job networks. The Office of Human Resources Management, together with the Department of Field Support, will continue to work to improve the performance of the Organization in terms of staff selection and recruitment. As part of this effort, and based on the experience gained from the assessment pilot project (see para. 45), the Office of Human Resources Management will further explore the application of the online assessment approach to recruitment across the Organization.

(b) Global General Service Test

47. To harmonize and enhance the assessment for staff in the General Service category, the Office of Human Resources Management has developed a new test for recruitment for positions in the General Service and related categories, namely, the Global General Service Test which was launched in July 2014.[2] The Global General Service Test has replaced the Administrative Support Assessment Test, which was originally developed in the 1980s and revised again in the late 1990s. All candidates applying to positions in the General Service category had to pass the Administrative Support Assessment Test to be eligible to apply for such positions. The aim of the test was to examine the basic set of aptitudes and knowledge needed to perform satisfactory in an office environment. The test was conducted at Headquarters and at offices away from Headquarters, although results were not recognized across duty stations prior to 2010. In 2011, the Office of Human Resources Management undertook a review of the Administrative Support Assessment Test and decided to develop a global test that was consistent across the Organization. Following an extensive job analysis of core functions in the General Service and related categories, the Office identified the core knowledge, skills and abilities required to perform such functions and developed the Global General Service Test, which will be computer-based and conducted in a proctored environment.

(c) Young professionals programme

Background and imperatives

48. The General Assembly, in its resolution 65/247, approved the young professionals programme and requested the Secretary-General to report to it on the implementation of the programme.

Progress made since adoption of General Assembly resolution 63/250

49. The technological improvements and other enhancements implemented under the young professionals programme have resulted in improved programme effectiveness and delivery.

50. Under the programme, despite a dramatic increase in the number of applicants, the overall examination cycle, from the posting of the job opening for the examinations until the release of results, has been reduced to 12 months. With the help of Inspira, screening and convocation have become much more streamlined, with an average of 5,263 candidates convoked each year to the written examination of the programme. Participation of nationals of Member States has dramatically increased under the programme, and the number of Member States with successful candidates has also increased.

Next steps

51. The Office of Human Resources Management envisages revision of both the current format (three-part test, including specialized paper, general paper and oral interview) and the test delivery methods (currently all manual, paper-based, with

[2] The Global General Service Test will not be applicable to locally recruited staff in field missions.

physical proctoring by United Nations staff). More details on the progress of the young professionals programme and next steps are provided in A/69/190/Add.3.

(d) Outreach

52. The Organization continues to make significant outreach efforts to unrepresented and underrepresented States through the dedicated unit established in 2008 in the Office of Human Resources Management Additional information on outreach activities is provided in A/69/190/Add.3, information on geographical representation is contained in the report entitled "Composition of the Secretariat: staff demographics" (A/69/292) and information on a review of the system of desirable ranges can be found in A/69/190/Add.4.

53. For field missions, outreach continued to target troop- and police-contributing countries. Current efforts include working with regional networks to create outreach multipliers, creating information products tailored to candidates from these regions and partnering with the African Union and civil societies, especially with regard to Arabic and French speakers.

54. In terms of measuring the impact of outreach, statistics demonstrate that approximately 4 per cent of the visitors to the careers portal arrive there directly from social media. In addition, a new feature in Inspira was designed to better capture data regarding individuals who apply for jobs and outreach. The number of applicants who indicated that they had applied as a result of outreach activities increased from 28,031 in 2012 to 39,126 in the first half of 2014.[3] This indicates that outreach activities have had an increasing effect on applications.

Efforts to achieve gender parity

Background and imperatives

55. In paragraph 69 of its resolution 65/247, the General Assembly requested the Secretary-General to increase his efforts to attain and monitor the goal of gender parity in the Secretariat, in particular at senior levels, and in that context to ensure that women, especially those from developing countries and countries with economies in transition, were appropriately represented within the Secretariat. In paragraph 43 of its resolution 67/255, the General Assembly expressed serious concern that progress towards the goal of 50/50 gender balance in the United Nations system had remained elusive, and reiterated its requests to the Secretary-General to increase his efforts to attain and monitor the goal of gender parity in the Secretariat.

Progress made since the adoption of General Assembly resolutions 65/247 and 67/255

56. The ratio of female staff to total staff has remained stable from June 2009 to June 2013 at around 33 per cent. Gaps remain, particularly at the senior levels, namely, P-5 and above. Within the Secretariat, as at 31 March 2014, women accounted for 32 per cent of staff at the P-5 level, 30 per cent of staff at the D-1 level, and 27 per cent of staff at the D-2 level. One of the main reasons for this is that there are significantly fewer female applicants than male applicants. During the

[3] The deployment of Inspira to field missions commenced on 31 January 2013 and was completed in July 2014.

period from 1 January 2012 to 31 December 2013, only 25 per cent of applicants for senior positions (P-5 to D-2) were women (although they made up 37 per cent of the selected candidates).

57. During the reporting period, efforts to improve gender representation continued. In October 2013, the Secretariat conducted a survey of staff at the P-4 level and above to understand what attributes mid-senior leaders in the Secretariat shared, with a view to targeting outreach to promote and attract diverse female professionals to apply for senior positions. Of the overall population surveyed, 25 per cent responded. Among respondents, 134 nationalities were represented and 45 per cent were female. Following the survey, as part of a comparative study of gender parity at senior levels, the personal history profiles of female D-2s were analysed and compared with female leaders in the governmental and private sectors to determine the shared characteristics that contribute to the advancement of women. By understanding the attributes that women in leadership positions share, the Secretariat can target women with these attributes and encourage them to apply for senior positions.

58. In March 2014, the Secretariat launched a video "Women of the United Nations working to make a difference". The video, available in all six official languages, was designed to attract women to apply for positions at all levels, across all occupational groups, including in the field. In addition, the Secretariat collaborates closely with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on outreach efforts and tailored approaches to attract and retain women, particularly at senior levels. The human resources management scorecard is used as a tool to hold all Under-Secretaries-General accountable on gender parity. The scorecard contains several measures, including (a): percentage of female staff in all categories of posts; (b) percentage of female staff in P-5, D-1 and D-2 posts; (c) percentage of females at the P-1 through P-4 levels; and (d) percentage of females in General Service categories. These indicators are monitored by the Performance Review Group and the Management Performance Board. The Outreach Unit has met with almost all departments/offices that had not met their gender targets as at 31 March 2014. These departments/offices have prepared, or are in the process of preparing, outreach strategies to increase gender representation.

59. In 2013, the Department of Field Support undertook a study on bridging the gender gap in peace operations, which identified challenges encountered by field operations in attracting and retaining women. As a follow-up to the findings and recommendations of the study, the Department of Field Support launched a call for applications from Member States, civil society, professional organizations with a view to developing a pipeline of senior women at the D-1 and D-2 levels for jobs in field missions. Sixty-four external highly qualified women were placed in the pipeline, in the areas of rule of law, political and civil affairs and public information. The project has shown positive results, with three women selected within a short period after its launch.

Next steps

60. The Office of Human Resources Management will continue its collaboration with UN-Women and other entities in the United Nations system, including the Department of Field Support/the Department of Peacekeeping Operations, the Office for the Coordination of Humanitarian Affairs and the Department of Safety and Security, in developing a system-wide strategy to facilitate the advancement to

senior positions of women already within the Organization and on outreach targeting qualified external female candidates. This will bring together a number of activities and processes designed to ensure a cohesive approach and a clear and uniform strategy. In addition, the Secretariat will finalize its study of gender parity at senior levels, compared with female leaders in the governmental and private sectors, to determine what, if any, shared attributes might contribute to advancing their numbers, with a particular focus on attracting more internal and external women to apply for positions in the Secretariat at the P-5 level and above.

Efforts to improve the representation of developing countries

Background and imperatives

61. The General Assembly, in paragraph 64 of its resolution 65/247, reiterated its request to the Secretary-General to present proposals to effectively increase the representation of developing countries in the Secretariat.

Progress made since the adoption of General Assembly resolution 65/247

62. The number of developing countries that are unrepresented and underrepresented in the Secretariat has decreased in the period from 2011 to 2013. At the end of 2011, 45 developing countries fell into those categories, while at the end of 2013 only 35 of 138 developing countries were unrepresented or underrepresented.

63. The flagship outreach tool for the Organization is the careers portal. Of the 19 million visits to the portal during the reporting period, over 6.3 million (33 per cent) were by those accessing the website from a developing country. The countries in this category with the highest number of hits were, in descending order, India, Kenya, China, Brazil, Indonesia, Pakistan, Mexico, Uganda, Côte d'Ivoire and the Philippines.

64. As part of the outreach mentioned above, activities are conducted with both individual developing countries and regional hubs where a large number of developing countries would be represented. Outreach activities have also been undertaken in cooperation with other departments and offices, including the Department of Field Support, the Office for the Coordination of Humanitarian Affairs and the Department of Safety and Security, to attract more applicants from developing countries, especially those with language skills in Arabic or French, which are in demand. This has included collaborating with the Governments of the countries concerned; visiting universities, professional organizations and relevant non-governmental organizations; and advertising in online professional job websites and widely read publications. Social media are also utilized to reach out to nationals of developing countries. The developing countries from which the Organization's social media sites are most frequently accessed include Afghanistan, Bangladesh, Brazil, Cambodia, Colombia, Costa Rica, Egypt, India, Indonesia, Jordan, Kenya, Lebanon, Nepal, Nigeria, Malaysia, Mexico, Pakistan, the Philippines, South Africa, the Sudan, the Syrian Arab Republic, Tunisia, Uganda and Viet Nam.

Next steps

65. The Secretariat will continue to utilize its social media networks and virtual career fairs to promote opportunities at the Secretariat and to work with Member States on outreach activities specific to the needs of their nationals. The Office of Human Resources Management will continue to collaborate with the Department of

Field Support in the identification of candidates from troop- and police-contributing countries. Outreach will continue to be closely coordinated with the young professionals programme in order to ensure that a wide range of nationals of participating Member States are made aware of the opportunity. The Secretariat has developed an outreach talent database which contains the contact details of governmental and intergovernmental organizations, universities, non-governmental organizations, individuals and professional associations throughout the world. This database can be searched to target specific professional associations or other entities. As indicated in paragraph 54 above, Inspira data are analysed to measure the impact of outreach activities and further develop outreach activities.

3. Performance management

Background and imperatives

66. The Organization has been engaged in an ongoing effort to strengthen its performance management system in order to ensure the highest performance by its staff members and to support and develop them as required. Performance management is a critical area of management reform, particularly because of its link to continuing appointments and downsizing and/or retrenchment exercises which take into account staff performance and should, therefore, be based on an underlying performance management system that is credible and with which staff and managers comply. Continual changes have been made to the system's various components; these include the introduction, in 2010, of a revised performance management policy, the Inspira e-performance tool and an oversight mechanism to meet evolving needs and to respond to the requests of Member States. The General Assembly, in paragraph 5 of its resolution 68/252, welcomed the ongoing efforts of the Secretary-General to develop a refined framework, and requested the Secretary-General to submit to it for consideration at its sixty-ninth session a comprehensive performance management proposal, including all necessary modalities and recommendations.

Progress made since the adoption of General Assembly resolution 63/250

67. While the changes made in 2010 have improved the performance system and been well received, staff, management and Member States are all agreed that a number of key challenges remain and that the Secretariat must go further and build on the improvements already made. The Organization has therefore carried out extensive research on the performance management systems of other organizations and held consultations with Member States, staff (including a Staff-Management Committee working group dedicated to this issue), managers and the senior leadership of the Organization. The research and consultations have led to the conclusion that the Secretariat's performance management system is generally consistent with best practice but that it needs targeted change in some critical areas. The Secretariat, therefore, has developed proposed amendments to the performance management system that do not overhaul the current system entirely but rather aim to reform key areas in response to the concerns of the staff, management and leadership of the Organization and the concerns of Member States. The proposal consists of four elements: (a) increased accountability for performance management, particularly at the managerial and leadership levels; (b) simplification of the performance management policy (see ST/AI/2010/5 and Corr.1) and Inspira e-performance tool; (c) an improved management culture; and (e) clarification of how to effectively address underperformance.

68. The proposed refinements to the performance management system were presented to the Fifth Committee of the General Assembly at an information briefing in May 2014, and to the Staff-Management Committee for review and consultation in June 2014. Detailed information on the proposal is contained in an addendum to the present report (A/69/190/Add.2).

Next steps

69. The General Assembly is asked to review the proposed revisions to the performance management system contained in A/69/190/Add.2 and to endorse the proposals.

4. Learning and career development

Background and imperatives

70. Learning and career support in the United Nations Secretariat is complex and widely dispersed among various entities. There are several reasons for this, including differences in mandates, governing and oversight bodies, operations, funding sources, client and target audiences, and external learning and support partners. The purposes of learning can also vary: some are driven by mandates or operational needs on the ground, while others aim to develop shared values and competencies across the Organization or to support career development.

71. In 2012, the Secretariat began to explore a more strategic approach to learning and career support in order to make more effective use of resources in this complex landscape, and during a time of financial constraint. Several issues were identified, including the need for a central authority or mechanism to set or validate corporate learning and career support priorities and to determine which programmes should be mandatory. It was also clear that learning programmes and tools needed to be more accessible to staff, especially those in the field, and that a mechanism was needed for information sharing and collaboration among departments and offices with learning resources.

72. The Secretariat therefore developed a new strategy to address the above-mentioned challenges and launched a new approach to learning and career support. The strategy, which was approved by the Management Committee in June 2014, will provide the basis and structures needed to strengthen learning and career support in the Secretariat and will do so in a more cost-effective way.

Progress made since the adoption of General Assembly resolution 67/255

73. The approval of the learning and career support strategy in June 2014 was the culmination of extensive consultations beginning in 2012, held with learning professionals from across the Secretariat. The strategy has three key elements: a new strategic oversight role for the Management Committee, with the ability to set corporate or cross-cutting learning priorities; a focus on increasing access to learning resources by more staff in the global Secretariat; and the goal of improving career support programmes, tools and resources.

74. The strategic oversight role of the Management Committee will allow it to set corporate priorities, thus addressing the challenges caused by the existence of many disparate entities with learning resources. This role of the Management Committee

will also eliminate the need for the Learning Advisory Board, which had an advisory role but no oversight or decision-making function.

75. In May 2014, the Management Committee carried out its new role by approving three organizational priorities for the period 2014-2016: the development of core learning for all staff, which would ensure a standard level of organizational knowledge, skills and abilities and instil a common corporate culture; improvement of management and leadership capacity; and provision of support to staff facing organizational change.

76. The second key element of the strategy is to ensure that all parts of the Secretariat increase access to learning for their target populations. This will address a key problem currently encountered by many staff, whereby many programmes and resources are not available to them at their locations. Learning managers will be encouraged to make better use of available technologies that can reach many more staff than the traditional, face-to-face classes, which will be reserved for situations where face-to-face learning is recognized as a chief learning objective. Increased access to standard programmes is also linked to consistency, that is, the need not only to increase the number of staff in the target audiences that have access to learning, but also to ensure that the product delivered is consistent across offices and duty stations and therefore supports the common organizational culture.

77. The Office of Human Resources Management continued to expand access to its core learning and career support programmes through new online technologies. Several informational and skills development programmes that were previously conducted in a face-to-face format are now delivered through online conferencing tools or through online, self-paced programmes. With online conferencing tools, many staff can join a virtual classroom with a live trainer, or individual staff can connect with a trainer for a career counselling session. Online, self-paced learning programmes have pre-recorded audio and video components and interactive components, such as quizzes and surveys.

78. The third element of the strategy is to improve career support, that is, to provide all staff with learning that allows them to perform their current functions more efficiently, as well as with the career support and skills-building tools that will enable them to change positions in the future and provide them with opportunities to obtain wide experience in the Organization. This will address current gaps in the information, guidance and tools that are available to staff in planning their careers. The Office of Human Resources Management is developing new tools and programmes that communicate transparent and realistic information about career opportunities, in accordance with the mobility framework.

79. The language and communications programmes have continued to expand their resources and services. In 2013, an online language learning tool was piloted; 1,000 staff members had used this self-paced tool as of April 2014. The rate of delivery of specialized courses through online conferencing has increased. The success of that technology has been encouraging and the language programme is researching how it can be further utilized. Furthermore, a new online language testing system has been launched at United Nations Headquarters and will be progressively deployed at other United Nations Secretariat duty stations.

80. In 2013, an induction programme was introduced for newly-appointed senior leaders at the Assistant Secretary-General and Under-Secretary-General levels. The

programme was developed with the aim of ensuring that the Organization's leaders are informed on a variety of substantive and administrative topics that are integral to their level of responsibility and leadership. The programme will be offered to senior leaders in headquarters departments and field operations.

81. Finally, the Secretariat has also increased its use of the enterprise learning management module in Inspira as a registration and hosting platform for the centrally coordinated programmes conducted by the Office of Human Resources Management and for other departments and offices. During the reporting period, the module was also deployed in some offices away from Headquarters and is expected to be deployed to all duty stations by 2016. In cooperation with the Department of Field Support, even staff serving at very remote duty stations can now access these programmes. The enterprise learning management module has streamlined some aspects of learning administration and increased the ability to consolidate materials and track participant data, although full tracking across the Secretariat will not be possible until the system has been fully deployed.

82. For the biennium 2014-2015, $22.4 million from the regular budget is dedicated to learning programmes. This amount is less than the 2 per cent of staff costs, the level considered to be a minimum in best practice, which was formally endorsed by the Human Resources Network on behalf of the United Nations System Chief Executives Board for Coordination in 2003. The figure does not include the funding provisions for training and learning from the budgets for peacekeeping missions and the support account. Other extrabudgetary resources are also used on a case-by-case basis to support specialized learning and training needs related, for example, to safety and security, and humanitarian and post-conflict response, as well as for training related to operational improvements, such as the introduction of the International Public Sector Accounting Standards and Umoja.

Next steps

83. In the coming year, the Office of Human Resources Management will work with its partners across the Secretariat to implement the three key elements of the strategy and deliver on its three corporate priorities for the period 2014-2016.

84. One key product will be a new induction platform which will ensure that induction programmes for new staff are standardized across the Secretariat.

85. The Office of Human Resources Management will continue to deploy the enterprise learning management module in Inspira across the Organization in 2014 and 2015, with a view to completing its deployment by early 2016.

C. Staff health and well-being

Background and imperatives

86. The core functions of the Medical Services Division, set out in Secretary General's bulletin ST/SGB/2011/4, include promotion of staff health, management of risks in the workplace, and provision of medical advice and of advice on medico-administrative issues. Across the Secretariat, the annual impact of absenteeism

(certified or uncertified) is on average estimated to be the equivalent of 539 staff.[4] The activities of the Division contribute to the management of this and other health-related risks which compromise the Organization's ability to effectively and efficiently implement its mandates.

Progress made since the adoption of General Assembly resolution 67/255

87. In 2013, the Medical Services Division developed a strategic plan which has three fundamental goals: to achieve a measurable reduction in preventable staff harm; to achieve a measurable reduction in expenditure on health-related issues; and to achieve a measurable improvement in staff satisfaction. These goals link to an over-arching purpose of ensuring excellence in occupational health services for United Nations staff and managers. To achieve that purpose, the Medical Services Division must be transformed from an entity primarily focused on transactions processing (sick leave, medical evacuation and clearances) to one leading and overseeing the systems of occupational health (both administrative and clinical) that keep the Organization's workforce fit for duty.

88. The strategic plan focuses on client service, strategic collaboration and the development of tools, resources and services that meet client needs. The clients of the Medical Services Division are individual staff members, the health-care professionals in the field, the Secretariat departments, and the United Nations agencies, funds and programmes. Each of these client groups is specifically addressed in the strategic plan.

Long-term sick leave and disability

89. After a broad consultation process, a Secretary-General's bulletin on employment and accessibility for staff members with disabilities in the United Nations Secretariat has been issued (ST/SGB/2014/3). The bulletin sets out measures taken to implement a number of General Assembly resolutions aimed at creating a non-discriminatory and inclusive working environment for staff members with disabilities. It establishes United Nations policy on access to facilities, employment opportunities and availability of reasonable accommodation for these staff members.

90. The Medical Services Division is increasing its monitoring of staff on long-term sick leave (i.e. longer than 20 consecutive days) and is embarking on a process to import current best practice in case management in an attempt to secure an early return to work wherever possible. In the Division's two most frequent diagnostic categories (mental health and musculoskeletal disorders), an early return to work has a positive impact on outcomes, with prolonged leave leading to a poorer prognosis.

91. In 2012, 10 per cent of the staff who took sick leave recorded by the Division had a mental health diagnosis. The days lost to work from these diagnoses accounted for 21 per cent of the total number of days taken as certified sick leave. In 2012,

[4] The number is calculated as the average yearly number of staff absent on sick leave. The information is derived from the Integrated Management Information System (IMIS) and includes sick leave (certified and uncertified) for the period April 2011 to March 2013. The number of sick days is converted to full-time staff positions by dividing the number of days by 220 (220 being considered the number of working days in a year). The population excludes a number of staff members, such as those on when-actually-employed contracts in the INT, R and T categories, and all staff in field operations and the tribunals. The total number of staff included in the calculation is 16,052 (calculated as an average over the two years as at 30 June).

almost 4,560 work days were lost to sick leave related to mental health diagnoses, the equivalent of 21 positions. This does not take into account low productivity and workplace disruptions when staff members with mental health diagnoses are at work while unwell.

92. In addition, approximately 40 per cent of the disability pensions awarded by the United Nations Joint Staff Pension Fund are based on a mental health diagnosis, while the worldwide percentage is approximately 25 per cent.

Next steps

93. Specific measures to address mental health challenges are under implementation, inter alia, a staff survey, and capacity-building in health professionals and in the staff at large, with particular attention paid to increasing managerial capacity to manage the impact of health conditions in the workplace. The Medical Services Division is also ensuring that staff will have access to quality care at all duty stations, with initiatives to assess mental health infrastructure and offer services such a telepsychiatry where needed.

D. System of desirable ranges

Background and imperatives

94. The General Assembly, in paragraph 46 of its resolution 67/255, requested the Secretary-General to present to it proposals with a view to establishing a more effective tool for ensuring equitable geographical distribution in relation to the posts financed through the regular budget.

Progress made since the adoption of General Assembly resolution 65/247

95. The addendum (A/69/190/Add.4) to the present report presents a comprehensive review of the system of desirable ranges. In addition, the General Assembly, in paragraph 48 of its resolution 67/255, requested the Secretary-General to make available, through HR Insight, on a quarterly basis, data on the representation of developing countries in the Secretariat. Since September 2013, HR Insight has had a dashboard screen which each month shows the representation status by economic grouping,[5] along with numbers of staff and Member States, in addition to detailed information for each Member State.

E. Permanent resident status

Request of the General Assembly

96. In section III, paragraph 1, of its resolution 60/238, the General Assembly requested the Secretary-General to report to it at its sixty-first session on the practice of United Nations staff members having to renounce permanent resident status in a country outside the country of their nationality.

[5] Economic grouping according to the classification used by the Statistics Division of the Department of Economic and Social Affairs, "Composition of macrogeographical (continental) regions, geographical subregions, and selected economic and other groupings", revised 31 October 2013 (http://unstats.un.org/unsd/methods/m49/m49regin.htm).

97. As requested, the Secretary-General provided such a report to the General Assembly at its sixty-first session and invited a reconsideration of the requirement for staff members to renounce permanent resident status (A/61/228 and Corr.1). At that session, the General Assembly did not consider the matter. At its sixty-fourth session, the Secretary-General reported to the General Assembly on the new Staff Rules related to the implementation of the new contractual arrangements approved by the General Assembly in its resolution 63/250 (A/64/230). As part of that report, the Secretary-General highlighted the issue of renouncing permanent resident status as an outstanding matter and reiterated his invitation to the General Assembly to reconsider the policy that required staff members to renounce permanent resident status in a country other than the country of their nationality before recruitment.

98. In its resolution 65/247, the General Assembly took note of paragraphs 84 and 85 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/65/537), in which the Committee had recommended revisiting the policy in the light of changing circumstances, and took note also of the report of the Secretary-General. In the same resolution, the Assembly decided to defer consideration of the issue until its sixty-sixth session. At that session, the General Assembly considered the various reports before it (see resolution 66/234) but took no action regarding the issue of renouncing permanent resident status. The General Assembly is requested to reconsider the issue of renouncing permanent resident status, in the light of recent judgments from the Appeals Tribunal.

Background

99. The requirement to renounce permanent resident status stems from a long-standing policy articulated by the General Assembly in 1953. In December of that year, the Advisory Committee on Administrative and Budgetary Questions recommended that persons in permanent resident status should in future be ineligible for appointment as internationally recruited staff members unless they were prepared to change to a G4 visa status, or equivalent status in host countries other than the United States of America (A/2581, para. 10). The Fifth Committee subsequently confirmed the recommendation of the Advisory Committee, noting the widely shared view that international officials should be true representatives of the culture and personality of the country of which they were nationals, and that those who elected to break their ties with that country could no longer claim to fulfil the conditions governing employment in the United Nations (A/2615, paras. 69 and 70).

100. In 1954, the Staff Rules were amended to provide that staff members who acquired permanent resident status in the country of their duty station would no longer be eligible for certain international benefits, and to require staff members intending to acquire permanent resident status or change their nationality to notify the Secretary-General before such change became final. Current staff rule 1.5 (c) contains the same provisions.

101. The Secretariat has consistently applied the requirement to renounce permanent resident status prior to recruitment for service on appointments of more than one year. The requirement has been understood to apply to all internationally recruited staff members, irrespective of whether the permanent resident status to be renounced is in the country of the duty station or elsewhere. The most recent issuance setting out the requirement is administrative instruction ST/AI/2000/19, which provides for a limited number of exemptions, for example: stateless persons;

staff members in the General Service and related categories; staff members appointed to serve under the previous 200 or 300 series of the Staff Rules; or staff members appointed for less than one year.

102. While the Secretary-General has implemented the policy, he has at the same time brought to the General Assembly's attention concerns which merit reconsideration of the policy. These concerns include: (a) the increasing number of staff members who serve at non-family duty stations while their families reside in the country of the spouse and not in the country of the staff member; (b) since the contractual reforms, a higher number of staff are serving on fixed-term appointments which normally carry no expectation of renewal; and (c) mobility has become an essential part of the conditions of employment. Moreover, the Staff Rules have always permitted staff to retain nationality in more than one country. As a result of these concerns, the Secretary-General proposed the abolishment of staff rule 1.5 (c), which formed the basis for the policy that requires staff to renounce permanent residence status.

103. Moreover, the Advisory Committee on Administrative and Budgetary Questions expressed the view that the policy requiring staff to renounce permanent residence status should be revisited in the light of changing circumstances, including the shift in family situations from national to international settings and the desirability of having a more mobile workforce (A/65/537). At the same time, the Committee reiterated its view that, with the increasing use of fixed-term appointments, it might not be entirely fair to require a candidate to give up permanent resident status so that he or she could take up a position that might last only two or three years. It also commented that it was unreasonable to expect serving staff members to make a choice between maintaining their permanent resident status and continuing their employment with the Organization.

Recent developments

104. While the former United Nations Administrative Tribunal upheld the requirement to renounce permanent resident status,[6] in recent judgements, the United Nations Appeals Tribunal has concluded that the policy has no legal basis since it is not reflected in any administrative issuance. From 2012, the Appeals Tribunal has found that when the Fifth Committee had decided the policy, it had required that its decisions were to be given effect "through appropriate amendments to the Staff Rules" and that the Secretary-General had not fully complied with the Fifth Committee's requirement for implementation of its decision (A/2615).[7] Moreover, the Appeals Tribunal found that, given that the geographical distribution of staff recruitment is based on nationality and not on resident status, the policy could not be justified on the basis of ensuring geographical distribution of staff members. It further observed that "[b]earing in mind human rights principles and modern law of employment, this policy has no place in a modern international organization".[8]

105. Although the judgements of the Appeals Tribunal did not involve the issue of permanent resident status in the United States of America, the implication of those judgements is that the Appeals Tribunal would likely find that the requirement in

[6] *Fischman*, judgement No. 326 (1984), and *Moawad*, judgement No. 819 (1997).

[7] See also United Nations Appeals Tribunal, judgement No. 2012-UNAT-276 (*Valimaki-Erk*) and judgement No. 2013-UNAT-342 (*Manco*).

[8] Ibid., judgement No. 2012-UNAT-276 (*Valimaki-Erk*), para. 7.

administrative instruction ST/AI/2000/19 to renounce permanent resident status imposes an obligation not foreseen by the Staff Rules and is, consequently, unlawful.

106. As a result of the judgements of the Appeals Tribunal, the Secretariat has, since November 2013 and on an exceptional basis, granted staff members in the Professional category permission to retain permanent resident status in a country other than their country of nationality, subject to the General Assembly's reconsideration of the issue. The acquisition or retention of permanent resident status in the United States has a further procedural step whereby staff members are required to sign a waiver of the rights, privileges, exemptions and immunities that would accrue to them as staff members. In order to sign the waiver, staff members must request the Organization's permission. As the same concerns apply to this procedural step, staff members have been exceptionally granted permission to sign the waiver. Staff members who have been exceptionally granted permission to retain or acquire permanent resident status have been informed that, following the General Assembly's consideration of the issues outlined in the present report, they may be required to renounce their permanent resident status as a condition of any extension, renewal or other form of subsequent appointment.

Implications of maintaining permanent resident status outside the country of nationality

107. The policy of requiring staff members to renounce their permanent resident status in countries outside their country of nationality was adopted to address concerns related to geographical representation and the potential financial implications of staff members retaining or acquiring permanent resident status. Should the General Assembly decide to no longer retain the policy, the assessment of geographical representation would not be affected by the acquisition or retention of permanent resident status by staff members. Staff members, including those holding permanent resident status, are listed by the Organization according to the country of their recognized nationality.

108. There may, however, be financial implications with regard to income tax reimbursements and entitlements. Staff regulation 3.3 (f) provides for refunds where a staff member is subject to both staff assessment and national income taxation on salaries and emoluments paid by the United Nations. That taxation is not exclusively linked to nationality but also to permanent resident status, such as in the United States of America.

109. With respect to staff salaries financed from assessed funds, under financial regulation 4.10, deductions for staff assessment are credited to a tax equalization fund. Under financial regulation 4.11, the revenue in the tax equalization fund is used to refund to staff members income taxes levied by Member States. Where a Member State's credit in the tax equalization fund is insufficient for this purpose, the shortfall is added to and recovered from assessed contributions due from that Member State in the subsequent financial period. If it is necessary to provide more staff members with income tax reimbursements as a result of taxes levied by the Member States in which they have permanent resident status, there would be a corresponding increase in withdrawals from the deposits of the tax equalization fund.

110. With respect to staff salaries financed from non-assessed funds, such as voluntary contributions made by Member States to trust funds, under financial rule 4.11, such sources of funds do not contribute to the tax equalization fund. As a

result, where income tax is levied upon salaries and emoluments, the additional costs for tax reimbursement are borne by the sources of the funds. Therefore, an increase in the number of staff members who encumber posts financed from non-assessed funds and who acquire or retain permanent resident status in countries that tax United Nations income would increase the amount of income tax reimbursements paid by the Organization, which would be charged against the specific non-assessed fund.

111. On the other hand, pursuant to staff rule 4.5 (d), a staff member who holds permanent resident status in a country other than his or her country of nationality may lose his or her entitlement to home leave, education grant, repatriation grant and payment of travel expenses upon separation and removal of household effects where this is contrary to the purpose of those allowances or benefits. This is normally the case where the staff member's duty station is in the country in which he or she holds permanent resident status. This applies whether the staff member encumbers positions financed from assessed or non-assessed funds. Thus, an increase in the number of staff members retaining or acquiring permanent resident status in the country of their duty station could result in less expenditure on certain entitlements.

112. In view of the above-mentioned factors, the cumulative effect of the financial implications of allowing staff members to retain or acquire permanent resident status is uncertain. Currently, staff members who are permanent residents in a country other than their country of nationality are usually reimbursed for payment of national taxes on their United Nations salary and emoluments. At the present stage, it is not possible to project how the number of staff members would change if the restrictions on the acquisition or retention of permanent resident status were to be permanently lifted. At the same time, the Organization would not provide expatriate entitlements to those staff members who are located and work in the duty station at which they have permanent resident status. Similarly, it is not possible to project how the number of staff members in this category would change as a result of allowing the retention and acquisition of permanent resident status.

113. Bearing in mind the Secretary-General's recommendations with regard to this matter and the ramifications arising from the judgements of the United Nations Appeals Tribunal, the General Assembly is invited to reconsider the policy that requires staff members to renounce permanent resident status in a country other than the country of their nationality prior to recruitment. Should the General Assembly decide to no longer retain the policy, such change would entail the appropriate amendment of staff rule 1.5 (c) and administrative instruction ST/AI/2000/19. Should the General Assembly decide to retain the policy, it would be necessary for the Secretary-General to amend staff rule 1.5 (c) in order to address the ramifications of the judgements of United Nations Appeals Tribunal with regard to this matter.

V. Actions to be taken by the General Assembly

114. **The General Assembly is requested:**

(a) **To take note of the present report;**

(b) **To approve the following transitional measure, to be implemented from the time of the next review for consideration for conversion to a continuing appointment:**

As a transitional measure to paragraph 53 (d) and the annex to General Assembly resolution 65/247, staff members who have had a performance rating of at least "Meets expectations" or its equivalent in all performance appraisal reports, including those of less than one year, covering the past four years would be eligible for consideration for conversion to a continuing appointment. However, no points would be allocated for any performance appraisal report covering a period of less than one year;

(c) To review the policy that requires staff members to renounce permanent resident status in a country other than the country of their nationality prior to recruitment, in the light of the Secretary-General's recommendations on this matter and recent judgements of the United Nations Appeals Tribunal. The Secretary-General invites the General Assembly to provide guidance to the Secretary-General on whether or not the policy should be maintained.

115. The remaining actions to be taken by the General Assembly are reflected in the relevant sections of the addenda to the present report (A/69/190/Add.1-4).

Annex

Summary of follow-up action taken to implement requests of the General Assembly in its resolutions 63/250, 65/247, 67/255, 68/252 and 68/256 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

A. General Assembly

Reference in resolution	*Action taken to implement request*
Resolution 63/250, Human resources management	
Section II	**Contractual arrangements and harmonization of conditions of service**
Paragraph 13	The present report contains an update on the implementation of the human resources reforms (see sect. III.A). Financial analysis is pending full implementation given that the continuing appointment review is ongoing.
Resolution 65/247, Human resources management	
Section VI	**Contractual arrangements**
Paragraph 58	Completed. See administrative instruction ST/AI/2013/1 and Corr.1, on the administration of fixed-term appointments.
Resolution 67/255, Human resources management	
Section I	**Human resources management reform**
Paragraph 9	See section III.A of the present report, on the implementation of human resources management reforms.
Paragraph 13	The human resources management scorecard is a tool to measure progress towards staffing imperatives, such as gender and geographical representation. Merit remains the main criteria in selection decisions, in accordance with Article 101 of the Charter of the United Nations.
Paragraph 16	See the report of the Secretary-General on proposed refinements to the performance management system (A/69/190/Add.2).
Paragraph 20	See section III.B.4 of the present report, on learning and career development.
Paragraph 25	See section III.A.2 of the present report, on continuing appointment review.
Section II	**Recruitment and staffing**
Paragraph 34	See section III.B.2 (a) of the present report, on staff selection timelines.
Paragraphs 38, 39, 41 and 42	See the report of the Secretary-General on the young professionals programme (A/69/190/Add.3).

Reference in resolution	*Action taken to implement request*
Paragraph 43	See paragraphs 55 to 60 of the present report, on efforts to achieve gender parity.
Section III	**Comprehensive assessment of the system of geographical representation**
Paragraph 46	See the report of the Secretary-General on the review of the system of desirable ranges (A/69/190/Add.4).
Paragraph 48	Completed. See paragraphs 61 to 65 of the present report, concerning efforts to improve the representation of developing countries.
Section V	**Composition of the Secretariat**
Paragraph 61	See the report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" (A/69/292).
Paragraph 63	The Under-Secretary-General for Management promulgated administrative instruction ST/AI/2013/4 on consultants and individual contractors, which contains a provision whereby individuals with specific expertise who volunteer their services to the United Nations for no fee and who travel on behalf of the Organization may, subject to clearance by the Assistant Secretary-General for Human Resources Management on a case-by-case basis, be issued an individual contract with a token fee (e.g. $1). Additional guidelines on the approval process and conditions are currently under preparation.
Paragraph 64	See the report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" (A/69/292).
Paragraph 65	The request was addressed by the Secretary-General in the context of his report entitled "Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2012 to 30 June 2013 and budget for the period from 1 July 2014 to 30 June 2015" (A/68/731, paras. 166-168).
Paragraph 66	See section III.B.2 (d) of the present report, on outreach.
Section VI	**Consultants**
Paragraph 67	A revised administrative instruction on consultants and individual contractors (ST/AI/2013/4) was issued on 19 December 2013, providing detailed information on the selection process for consultants and specifying that every effort should be made to shortlist for consideration a minimum of three candidates from the widest possible geographical basis. The instruction also sets out the conditions under which consultants can be engaged, including that they may be engaged only when the required services cannot be met from within the current staff resources of the Secretariat owing to a lack of specialized knowledge and/or expertise or capacity. Programme managers are required to certify in a supplementary form that the services of a consultant cannot be met from in-house capacity and to indicate the nationalities and gender of the candidates considered for the consultancy. See also the report of the Secretary-General on gratis personnel, retired staff and consultants and individual contractors (A/69/292/Add.1).

Reference in resolution	*Action taken to implement request*
Paragraph 68	In accordance with the conditions set out in administrative instruction ST/AI/2013/4, the assignments of a consultant must be of a temporary nature and the tasks capable of being performed and completed within a limited and specified period of time. Where an individual contractor is temporarily engaged to perform duties and functions similar to those of a staff member, a clear strategy is to be put in place for a long-term regular staffing solution. See also the report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" (A/69/292).
Paragraph 69	See the report of the Secretary-General on gratis personnel, retired staff and consultants and individual contractors (A/69/292/Add.1).
Section VII	**Staff-management relations**
Paragraph 71	The Secretary-General's bulletin on the Staff-Management Committee has been revised (ST/SGB/2011/6/Rev.1) and a new administrative instruction on staff management relations issued (ST/AI/2014/3).
Section X	**Other matters**
Paragraph 77	See the report of the Secretary-General on the practice in disciplinary matters and cases of possible criminal behaviour, 1 July 2013 to 30 June 2014 (A/69/283).
Resolution 68/252, Human resources management	
Section I	**Human resources management reform**
Paragraph 5	See the report of the Secretary-General on proposed refinements to the performance management system (A/69/190/Add.2).
Paragraph 6	Completed. An information briefing was held with the Fifth Committee on 6 May 2014.
Section II	**Composition of the Secretariat**
Paragraph 13	See the report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" (A/69/292).
Paragraph 16	See section III.B.1 of the present report, on workforce planning.
Paragraph 17	See the report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" (A/69/292).
Paragraph 18	See the report of the Secretary-General on the young professionals programme (A/69/190/Add.3).
Section III	**Practice of the Secretary-General in disciplinary matters and possible criminal behaviour**
Paragraphs 21 and 23	See the report of the Secretary-General on the practice in disciplinary matters and cases of possible criminal behaviour, 1 July 2013 to 30 June 2014 (A/69/283).

Reference in resolution	*Action taken to implement request*
Resolution 68/265, Mobility framework	
	See the report of the Secretary-General containing an update on the preparatory work for implementation of the mobility and career development framework (A/69/190/Add.1).

B. Advisory Committee on Administrative and Budgetary Questions

Reference in report of Advisory Committee	*Action taken to implement request/recommendation*
Recommendations of the Advisory Committee on Administrative and Budgetary Questions emanating from A/67/545	
Staff selection system	
Paragraph 13	See section III.B.1 of the present report, on workforce planning.
Paragraphs 33 and 36	See section III.B.4 of the present report, on learning and career development.
Paragraph 44	See the report of the Secretary-General on the young professionals programme (A/69/190/Add.3).
Paragraph 49	See III.B.2 (d) of the present report, on outreach.
Paragraph 58	See paragraphs 55 to 60 of the present report, on efforts to achieve gender parity.
Paragraphs 138, 145 and 146	See the report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" (A/69/292).
Paragraph 157	Completed. See the report of the Secretary-General on amendments to the Staff Rules (A/69/117).
Recommendations of the Advisory Committee on Administrative and Budgetary Questions emanating from A/68/523	
Paragraphs 5 and 10	See the report of the Secretary-General entitled "Composition of the Secretariat: staff demographics" (A/69/292).
Paragraph 18	See the report of the Secretary-General on the practice in disciplinary matters and cases of possible criminal behaviour, 1 July 2013 to 30 June 2014 (A/69/283).
Recommendations of the Advisory Committee on Administrative and Budgetary Questions emanating from A/68/580	
Paragraphs 5 and 7	A comprehensive proposal to address needs with regard to the placement of United Nations staff members adversely affected by natural disasters, malicious acts and other critical incidents is under development and will be submitted to the General Assembly at a future session.

United Nations A/69/190/Add.1

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Item 136 of the provisional agenda*
Human resources management

Overview of human resources management reform: mobility

Report of the Secretary-General

Addendum

Summary

The present report is submitted pursuant to General Assembly resolution 68/265 and contains additional information requested by the Assembly. The report also contains an update on the preparations for the phased implementation of the new mobility and career development framework, which will begin in 2016.

* A/69/150.

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I. Introduction

1. The General Assembly, in its resolution 68/265, approved the refined mobility framework, subject to the provisions contained in the resolution. The Assembly also requested annual reports on mobility, the first of which, to be submitted to it at its sixty-ninth session, was to include data and information as outlined in paragraph 11 of the resolution.

2. The preparations for the implementation of mobility are ongoing. The present report, which was shared with staff representatives, is the first annual report on mobility and provides an update on the progress made on preparations for implementation as of July 2014. The report also provides additional data and information on the mobility framework requested by the General Assembly in resolution 68/265. It should be noted that, while the report includes information on the initial work that has commenced on many of the elements for which additional information was requested in resolution 68/265, further progress will be reported in the next annual report on mobility, as discussions on details of these elements are under way. The report should be read in conjunction with documents A/67/324/Add.1 and A/68/358 as well as document A/69/190/Add.2, outlining proposals aimed at strengthening the performance management system, which will be implemented at the same time as the mobility framework, in accordance with paragraph 19 of resolution 68/265.

II. Staff mobility trends

3. The mobility framework will apply to all internationally recruited staff[1] of the Secretariat in the Field Service and Professional and higher categories up to and including the D-2 level, holding fixed-term, continuing and permanent appointments, except those on non-rotational positions.[2] A non-rotational position is one that requires an advanced level of expertise, knowledge and qualifications in a technical field, and with respect to which there is no comparable position at the same level in another organizational unit or at another duty station in the Secretariat. The Office of Human Resources Management has consulted with departments and created a provisional list of 109 non-rotational positions (see annex I).[3] Prior to the launch of mobility, each job network board will review and confirm the provisional list of non-rotational positions corresponding to its job network. The job network boards will present these lists to the Assistant Secretary-General for Human Resources Management for final approval.

[1] The mobility policy applies to staff who have gone through a competitive process including review by a field/central review body and whose appointment is not limited to a specific department/office/mission.

[2] For the purposes of the present report, "positions" include both established posts and general temporary assistance positions.

[3] The mobility framework will need to be more specifically targeted to the requirements of the language area (specifically those positions subject to a competitive language examination). The Department for General Assembly and Conference Management and the Office of Human Resources Management will form a working group to design these adjustments, which will be presented to the General Assembly as part of its comprehensive review of mobility at its seventy-second session.

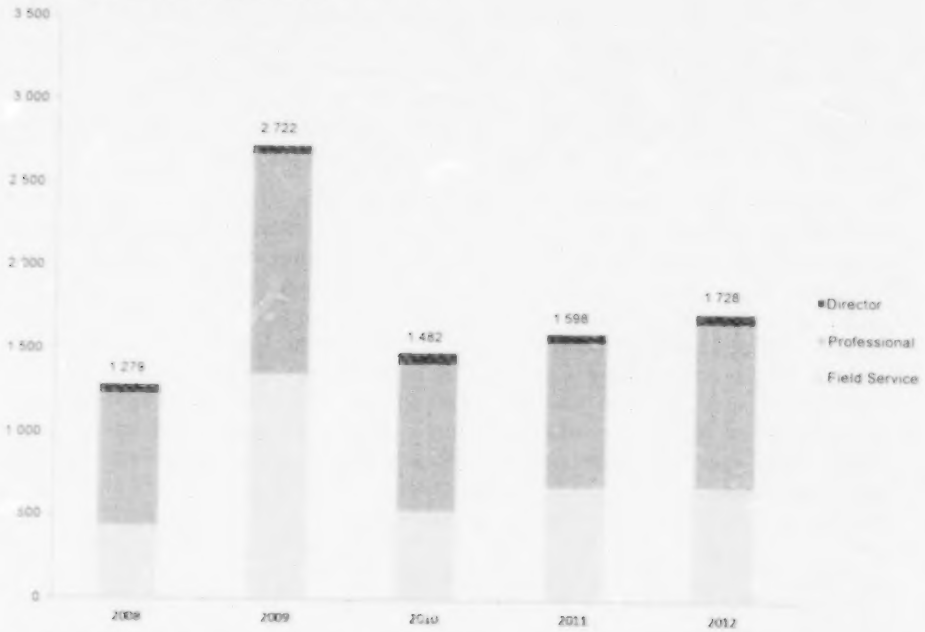
4. This section provides data and statistics on current mobility trends of those staff who will be subject to mobility. According to the 30 June 2013 data reflected in the report of the Secretary-General on the composition of the Secretariat: staff demographics (A/68/356), there are 14,094 Professional, Director and Field Service staff in the "mobility population". Staff members within five years of the mandatory age of separation will be exempted from geographic mobility, except if the staff member specifically requests to be geographically mobile.[4] In addition, staff members who have already made at least seven geographic moves of one year or longer will be able to choose whether to be geographically mobile.

5. Mobility has been defined as a change in position, which can include one or more of the following: a change in role, function, department or duty station, or a move to or from an agency, fund or programme (see resolution 67/255, para. 56). The Integrated Management Information System (IMIS) does not contain information on staff roles or functions. Therefore, baseline data for changes of position that do not involve a change in duty station cannot be obtained at this time. Figure I shows the number of duty station moves of one year or longer for the period 2008-2012. A duty station move of one year or longer (hereinafter "duty station move") is recorded during the year in which the move is initiated, and is considered a duty station move once it has been confirmed that the staff member has remained at that duty station after a full year has elapsed (or has a contract that expires after a full year's service has been completed at that duty station). For example, the 2012 duty station moves show all the moves that were initiated during the 2012 calendar year and with respect to which it has been confirmed in 2013 that the staff member has remained at the same duty station for one year or longer. The data regarding moves initiated in 2013 will be available in November 2014 once data systems are able to confirm that the staff in question are expected to remain at their new duty station until the end of 2014, thereby completing a full year there. During each of the past five years, internationally recruited staff have made an average of 1,762 duty station moves.

[4] A total of 2,825 staff members in the 30 June 2013 mobility population will be within five years of their current mandatory age of separation as at 1 January 2016, when mobility will be launched for the first job network.

Figure I

Number of duty station moves of one year or longer by Director, Professional and Field Service staff, 2008-2012[a]

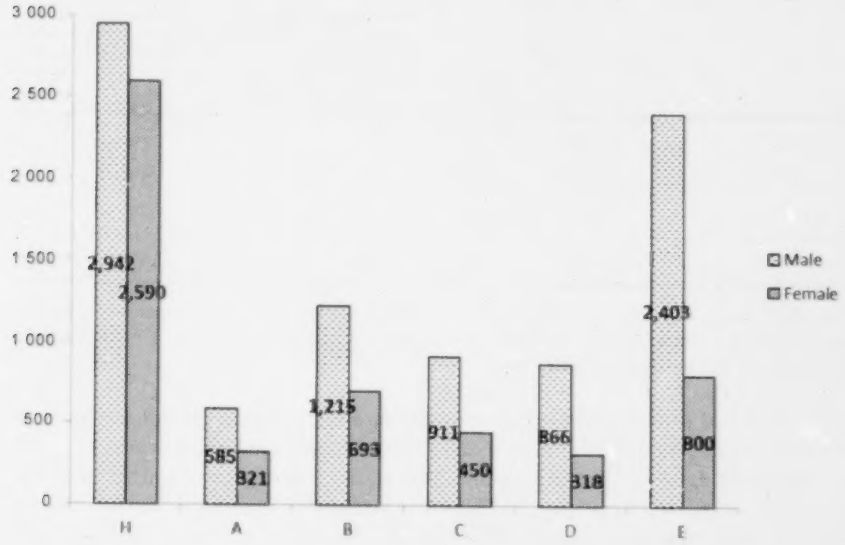


[a] The 2009 figure is unusually high because changes in the security situation and/or the restructuring of missions led to the significant relocation of staff within the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, the United Nations Mission in the Sudan, the African Union-United Nations Hybrid Operation in Darfur, the United Nations Assistance Mission for Iraq and the United Nations Mission in the Central African Republic and Chad.

6. Staff subject to the mobility policy are distributed across duty stations in the different hardship categories[5] in the Secretariat (see figure II), with 46 per cent located at H and A duty stations and 31 per cent located at the most difficult hardship locations, those in the D and E categories. On the basis of this distribution, there are potentially significant opportunities for staff to move between different categories when they change duty stations. This would allow for knowledge-sharing between headquarters and non-headquarters locations and offer relief for staff spending lengthy periods at the most difficult duty stations.

[5] The International Civil Service Commission has placed all duty stations in one of six categories: H, A, B, C, D and E. H duty stations are headquarters and similarly designated locations at which the United Nations has no development or humanitarian assistance programmes, or locations in countries members of the European Union. A to E duty stations are field duty stations. Duty stations are categorized on a scale of difficulty from A to E, with A being the least difficult.

Figure II
Distribution of the mobility population by duty station category and gender, 30 June 2013



7. On the basis of the number of duty station moves currently taking place and the broad distribution of the mobility population across different duty station categories, it is expected that staff will be able to regularly move across different duty station categories when making duty station moves. However, an analysis of the duty station moves made over the past five years indicates that duty station movement currently tends to occur within the same duty station category. For example, of the Professional, Director and Field Service staff at H duty stations who made a duty station move between 2008 and 2012, 45 per cent moved to another H duty station; only 18 per cent moved to a D and/or an E duty station.[6] Of the duty station moves originating at E duty stations during the same time period, 52 per cent moved to another E duty station. Additional information requested by the General Assembly on the number of moves by job network is set out in annex II.

8. Because staff members tend to move within the same duty station category, they tend to remain in that category for an extended period of time. Table 1 shows the number of staff subject to mobility who have spent five years or more in the D/E hardship category, meaning that even if they have moved to a different position or duty station, it has tended to be in the D/E category. Further analysis was carried out to disaggregate the data by gender. While women make up only 25 per cent of the mobility population in the D/E hardship category, 56 per cent of women and 57 per cent of men in the D/E category have spent more than five years in that category. This illustrates that women, despite their lower numbers in the field, are just as likely as their male counterparts to remain at a hardship duty station for an extended period.

[6] 10 per cent of staff at H duty stations who undertook a move did so to an A duty station, 15 per cent to a B duty station and 12 per cent to a C duty station.

Table 1

Proportion of staff in the mobility population as at 30 June 2013 who had spent more than five years at duty stations in the D/E hardship category

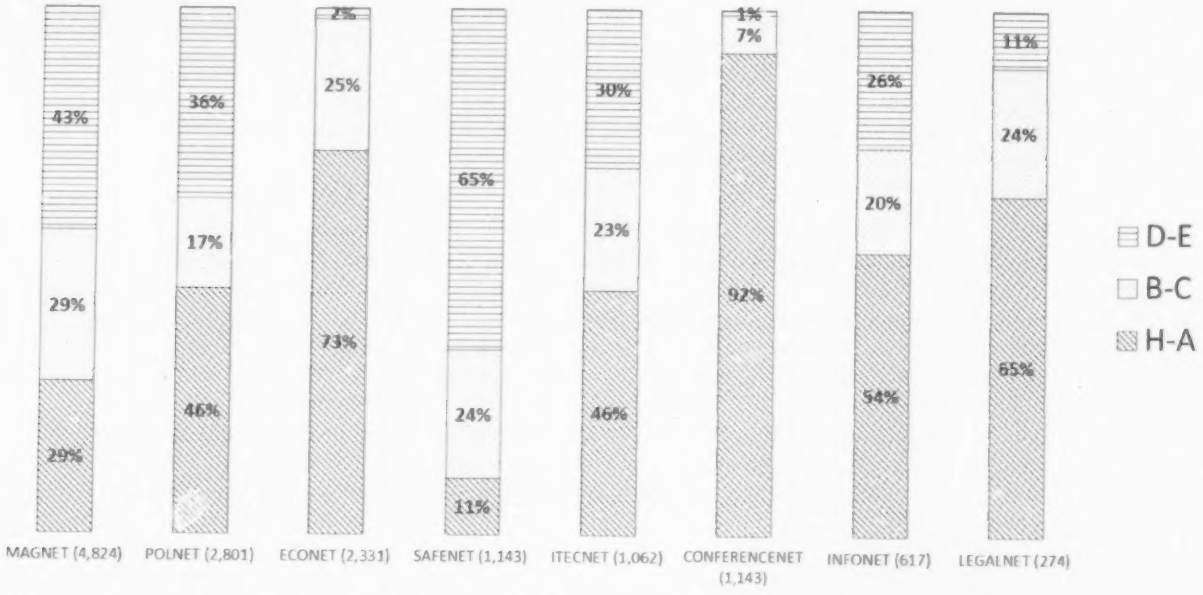
	Number of staff at hardship duty stations[a]		*Number of staff who had spent 5 years or more at hardship duty stations*		*Percentage of staff who had spent 5 years or more at hardship duty stations*	
Category	*Men*	*Women*	*Men*	*Women*	*Men*	*Women*
D	65	13	32	9	49	69
P	1 040	276	553	137	53	50
FS	1 873	446	1 100	268	59	60
Total	**2 978**	**735**	**1 685**	**414**	**57**	**56**

[a] Only staff with five years of continuous service in the Secretariat with no separations were considered. Staff on temporary contracts, in tribunals or administered by the United Nations Development Programme are excluded.

9. The trend of moving within the same or to a similar duty station category is prevalent in those functional areas that are field-oriented. The job networks with the highest proportions of the mobility population at duty stations in the D/E hardship category are safety and security (SAFENET), management and operations support (MAGNET) and political, peace and security (POLNET). Table 2 shows the distribution of the mobility population by job network across duty station categories.

Table 2

Distribution of Director, Professional and Field Service staff[a] by job network and duty station category



[a] The information presented is based on the number of staff deemed to be in the job network, rather than the number of positions.

III. Additional data

10. This section outlines the additional data requested by the General Assembly on the direct and indirect costs of moves, as well as the number of positions open to external candidates and the number of such candidates appointed. Vacancy rates are not available by job network at this stage. However, the vacancy rate data provided in document A/68/368 have been updated for 2013 and are available from the Office of Human Resources Management.

Direct and indirect costs of moves

11. Direct costs of mobility arise only when staff change duty stations. Such costs include recurrent costs as well as one-time costs. The recurrent costs include the non-removal element and the mobility allowance (for someone making his or her second move). The one-time costs include relocation grant, assignment grant and travel costs. The actual level of payment varies depending on several factors, such as the profile of the staff member and his or her family, the category and designation of the duty station to which the staff member is moving, the duration of the assignment and the number of previous assignments undertaken by the staff member.

12. These expenditures are included under common staff costs, together with expenditures associated with the recruitment of new staff, which causes difficulty in disaggregating the mobility-specific expenditures in the Secretariat's current data systems.

13. In order to provide information on the direct costs of duty station moves, the Secretariat has analysed duty station moves made in the calendar years 2011 and 2012 and the associated payments.[7] In 2011 and 2012, there were a total of 3,326 duty station moves[8] made by internationally recruited staff. As outlined above, the direct costs include recurrent and one-time costs.

Recurrent costs

14. The Secretariat analysed payroll data to identify recurrent cost payments made to staff members who moved in 2011 and 2012. Payments were made to 3,043 staff members[9] in 2011 and 2012. It should be noted that, owing to the eligibility rules of the mobility allowance, which require that staff members have at least five years of prior consecutive service, some staff would not start to receive the allowance resulting from a 2011-2012 move until a future year.

15. The payments to these 3,043 staff members totalled $27,276,789, of which $4.0 million was paid to staff members who made a duty station move between departments, offices away from Headquarters and regional commissions (i.e., non-field entities), while $23.2 million was paid to staff members who moved

[7] Data for 2013-2014 are not available at this time, given that the cost analysis is dependent on the finalization of the duty station move data (which is based on calendar year). The Secretariat is in the process of validating the duty station move data for 2013 and will then conduct the cost analysis for 2013. These data will not be available until the end of 2014.

[8] See paragraph 5 above for information on these duty station moves.

[9] A total of 3,129 individual staff members account for the 3,326 duty station moves made in 2011/2012. A total of 705 staff members moved between non-field entities, and 2,428 staff members moved to/from a mission duty station. There were four staff members who undertook both types of moves, and several staff members made multiple duty station moves.

to/from field missions. The average recurrent costs paid out to each staff member were $8,964 during the period 2011-2012.[10]

One-time costs

16. Data were also consolidated from IMIS travel ledgers for the total one-time costs associated with duty station moves between departments, offices away from Headquarters and regional commissions (i.e., non-field entities). There were 705 staff members who made a duty station move between non-field entities; one-time costs were recorded in connection with 601 of those staff members. During 2011 and 2012, $29,370,981 was spent in connection with one-time costs (as noted above, if payments were made in 2013 or later, they were not captured). The average one-time costs incurred for each of those 601 staff were $48,870 for the period 2011-2012.

17. The one-time costs for duty station moves to/from field missions are captured in a different manner in the Sun system ledgers used in the field missions. Therefore, a different process was conducted to collect the one-time costs for the moves to and from mission duty stations. A total of 2,428 staff members moved to and/or from a mission duty station. At the time of reporting, data had been gathered from 25 missions.[11] The total one-time costs incurred in 2011-2012 for the 1,691 staff members who moved to and/or from these 25 missions were $41,078,523. The average one-time costs incurred for each of these staff members were $24,292.

Direct costs summary

18. On the basis of the data provided above, the direct costs associated with duty station moves between departments, offices away from Headquarters, and regional commissions total $33.4 million[12] and the field mission[13] costs total $64.3 million.[14] However, because some staff members who moved in 2011 and 2012 were not paid the mobility allowance until after that period, and it was not possible to identify all of the one-time costs for the moves to/from missions, not all costs are reflected in these figures.

19. Since the Secretariat does not currently have a consolidated tracking system for mobility expenditures, calculations have been made using data contained in IMIS and, for field missions, the Sun system. The Secretariat expects that Umoja will permit enhanced tracking of expenditures.

Indirect costs

20. The indirect costs of administering the mobility framework are related primarily to the reconfiguration of Inspira to manage the process of selection and reassignment

[10] Owing to the way these data are currently captured in the IMIS payroll module (associated with a staff member's index number and not with a particular move), and given that some staff members made multiple moves, it is not possible to provide the average recurrent costs of a move.

[11] Note that during 2011 and 2012, there was movement to/from 38 different missions. Given that some have closed, and owing to resource constraints and time limitations, it has not been possible to obtain the information for all 38 missions.

[12] Regular budget, extrabudgetary and support account.

[13] Peacekeeping and special political missions.

[14] Applying the average one-time costs ($24,292) for staff moving to/from a mission duty station to the total staff members moving to/from a mission (2,428) provides an indicative estimate of total direct costs of $115 million at a minimum.

and the creation of network staffing teams, which will carry out staffing and career support functions. In terms of human resources, the requirements will be met through the reprofiling of current human resources capacities and the redeployment of such capacities from current structures to the network staffing teams, an overview of which is provided in paragraph 35 below. The resources required for the changes to be made to Inspira will be met through the redeployment of existing resources.

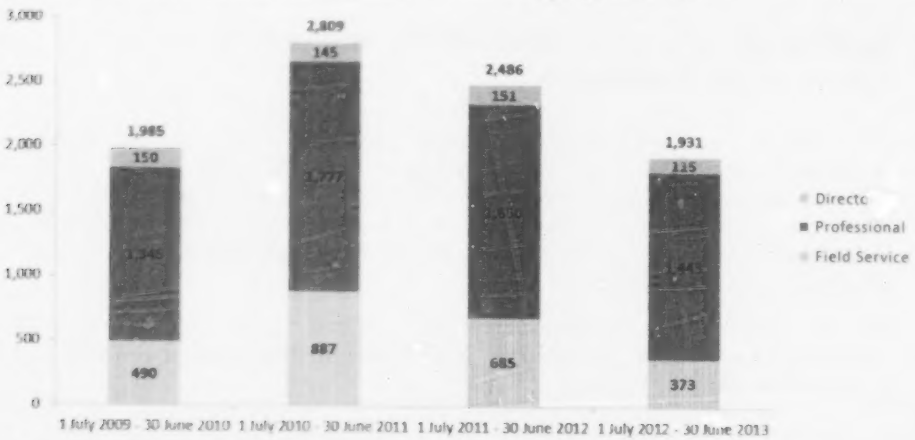
21. It is not expected that there will be a surge in additional technical or substantive training requirements, given that, as is the case today, staff members will be selected for or reassigned to only positions for which they meet the requirements. In addition, because the newly approved career support and learning strategy will increase efficiencies through the use of learning technologies, it is expected that any mobility-related training needs can be met from within existing resources (see A/69/190, sect. III.B.4).

Number of opportunities for selection

22. Figure III provides details regarding the number of opportunities for selection available between 1 July 2009 and 30 June 2013. The overall number of opportunities available during that period was 9,211. The number of opportunities fluctuated over the years, ranging from 1,931 to 2,809.

23. The majority of opportunities occurred in the Professional category, which is the largest category of staff in the mobility population. The number of opportunities available in the Professional category was 6,215, representing 67.5 per cent of the total number available. In the Field Service category, there were 2,435 opportunities, representing 26.4 per cent of the total number available. Finally, the number of opportunities at the Director level was 561, representing 6.1 per cent of the total number available.

Figure III
Number of opportunities for selection by staff category, 2009-2013

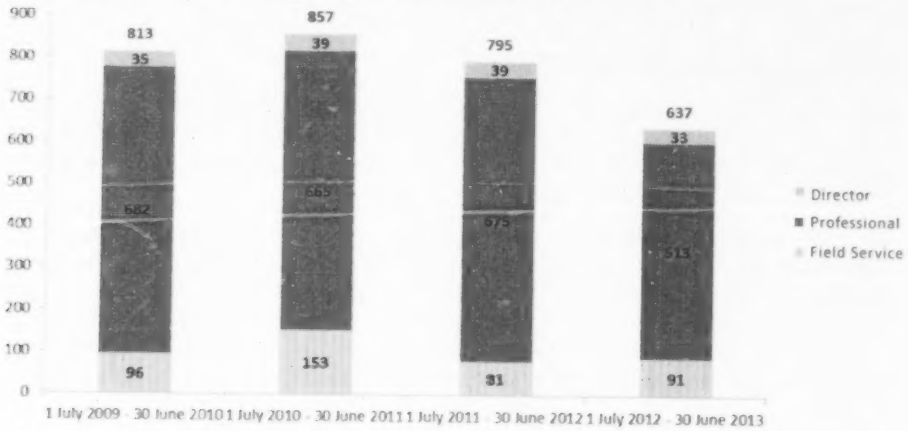


Note: Opportunities combine the number of position-specific job openings posted with the number of selections made from field rosters (i.e., situations in which no specific job opening was issued but a selection for a position at a field mission was made). Opportunities include all job openings posted except those that were subsequently cancelled.

Number of external appointments

24. Figure IV shows the number of external appointments during the period from 1 July 2009 to 30 June 2013. During that period, the overall number of external appointments was 3,102, ranging from 637 to 857 annually. The proportion of external appointments as compared with the proportion of all job opportunities for selection ranged from 30 to 40 per cent during the period. The highest number of external appointments was in the Professional category (2,535 appointments); there were 421 external appointments in the Field Service category and 146 at the Director levels.

Figure IV
Number of external appointments by staff category, 2009-2013



Note: External appointments are all those recorded as "initial appointments" in IMIS for one year or longer.

IV. Staffing process under the mobility and career development framework

25. The mobility and career development framework will operate through semi-annual staffing exercises through which job network boards will manage the selection and reassignment of staff in the Field Service category and at the P-3 to P-5 levels (and staff at the P-2 level who are not subject to the young professionals programme), and a senior review board will manage the selection and reassignment of staff at the D-1 and D-2 levels.

26. As mobility will be implemented in a phased manner, the current staff selection process will be replaced by semi-annual staffing exercises, which will consist of two parts, as follows:

(a) Existing and anticipated vacant positions will be advertised and open to applications from internal and external candidates;[15]

(b) There will be an internal lateral reassignment process, in which serving staff members will apply for a pool of encumbered positions. The staff subject to this process will be those who have either reached their maximum position occupancy limit or reached their minimum position occupancy limit in their current assignment and opted in.

Selection process for vacant positions (figure V)

27. At the start of the semi-annual staffing exercise, job openings will be issued in Inspira for all currently vacant positions, as well as those anticipated to become vacant during the next cycle owing to retirement.[16] Managers of the vacant positions will work with the network staffing teams to formulate the job openings, primarily on the basis of generic job profiles, with the option of specifying desirable requirements specific to the positions in question, such as language requirements.

28. Once the job openings have been posted, staff members and external candidates can submit applications. Staff can apply for a job opening at the same or a higher level; they can also apply for an opening in a different job network. Staff who apply for a job opening to fill a vacant position may also choose to opt in to a lateral reassignment at the same time, but are not required to do so unless they have reached their maximum position occupancy limit.

29. Network staffing teams will review applications for job openings, ensuring that candidates who are screened through Inspira meet the eligibility requirements. They will then conduct a centralized assessment process to determine which candidates are suitable for the positions. The centralized assessment will consist of a written assessment as well as an interview. The written assessment portion will be standardized for particular job profiles; for example, there will be a standard written assessment for all administrative officer positions at the P-3 level. Candidates who have passed the written assessment may be invited to an interview aimed at assessing how they meet the qualifications of a particular position. The names of the candidates for positions in the Professional and Field Service categories[17] who have passed all stages of the assessment process will be submitted to the central review body for approval.

30. Once the central review body has certified that the evaluation of the candidates was fair and carried out in accordance with the established guidelines and criteria, the network staffing teams will circulate the list of all suitable candidates to the managers of the positions that were advertised. The managers will provide their views regarding the suitable candidates. The network staffing teams will make a preliminary recommendation to the job network board on the selections, based on

[15] Unforeseen or surge vacancies will be temporarily filled, until the next cycle, through the posting of temporary job openings (for positions at Headquarters, offices away from Headquarters and the regional commissions) or from rosters of pre-cleared candidates (for positions at field-based entities authorized to do so).

[16] In cases in which staff members have given notice that they will resign or separate from the Organization, the resulting vacancy will also be included in the compendium.

[17] This includes all Field Service positions, P-3 to P-5 positions and any P-2 positions that are not subject to the young professionals programme exam.

the strategic needs of the Organization arising from mandate requirements, the views of the managers and the following organizational priorities, as applicable:

(a) Moving candidates between family and non-family duty stations;

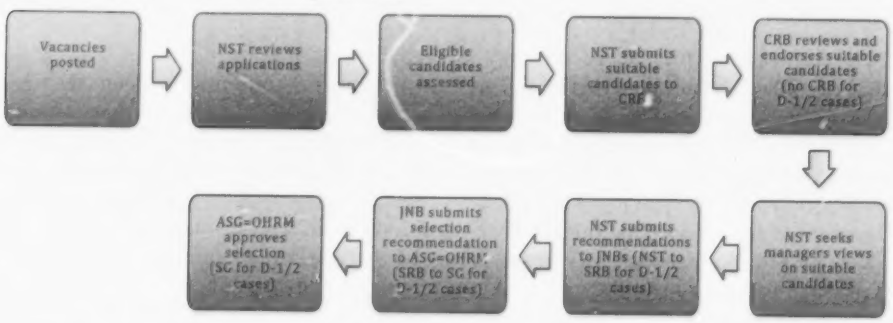
(b) Moving candidates between duty stations;

(c) Moving candidates between departments/offices at the same duty station;

(d) Giving due regard to gender, geographical status and representation of troop- and police-contributing countries, taking into account their level of contribution in positions financed from the peacekeeping budget, including the support account (see resolutions 66/265 and 67/287), and the additional factors referred to in section 9.3 of ST/AI/2010/3.

31. The job network boards will review the proposals regarding Professional and Field Service staff and then make recommendations as to which candidates should be selected to fill vacant positions for the approval of the Assistant Secretary-General for Human Resources Management. The senior review board will review the proposals regarding Director-level staff and make recommendations to the Secretary-General for approval.

Figure V
Selection process for vacant positions


Vacancies posted
NST reviews applications
Eligible candidates assessed
NST submits suitable candidates to CRB
CRB reviews and endorses suitable candidates (no CRB for D-1/2 cases)
NST seeks managers views on suitable candidates
NST submits recommendations to JNBs (NST to SRB for D-1/2 cases)
JNB submits selection recommendation to ASG-OHRM (SRB to SG for D-1/2 cases)
ASG-OHRM approves selection (SG for D-1/2 cases)

Abbreviations: ASG-OHRM, Assistant Secretary-General for Human Resources Management; CRB, central review body; JNB, job network board; NST, network staffing team; SG, Secretary-General; SRB, senior review board.

Lateral reassignments on encumbered positions (figure VI)

32. Following the posting of the job openings to fill vacant positions, a preliminary compendium for reassignment will be issued in Inspira, which will include the positions of all staff who have exceeded their maximum position occupancy limits and are therefore part of the lateral reassignment pool. Those staff members who have met the minimum position occupancy limit (one year for those at D/E duty stations and two years for those at all other duty stations) but have not yet reached the maximum position occupancy limit, and who are not subject to a performance improvement plan, will be given an opportunity to review the preliminary compendium and may choose to opt in to the lateral reassignment pool if they wish to make a lateral move within their job network. This will allow staff to make a more informed decision as to whether they wish to be laterally reassigned before the end of their position occupancy limit. Once staff members have decided

to opt in, they (and their positions) will remain in the lateral reassignment pool, i.e., they can no longer opt out.

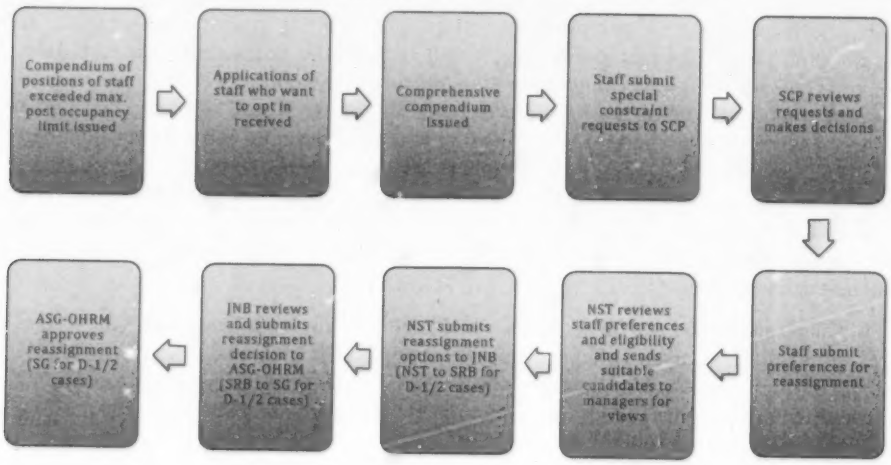
33. A comprehensive compendium of all encumbered positions available for reassignment will then be published. It will include the positions of all staff who have reached their maximum position occupancy limit (and are subject to reassignment) as well as staff who have opted in. Network staffing teams will have worked with the managers of those positions to formulate the job profiles included in the compendium. The staff members on the positions will indicate their preference for other positions using a revised and more streamlined version of the personal history profile (PHP).[18] Each staff member's performance record will also be taken into account (see A/69/190/Add.2 on strengthening the performance management system).

34. The network staffing teams will review the applications for lateral reassignment. Because applicants must be serving staff members who have already gone through a central review body process, it will not be necessary to conduct assessments for staff already serving in their job network. The network staffing teams will screen candidates for eligibility, compile a list of suitable candidates and then invite the managers of the positions in the reassignment pool to transmit any additional views on how the candidates meet the criteria set out in the job profiles. Taking into account candidate preferences, the views of the managers and the organizational priorities outlined in paragraph 30 above, the network staffing teams will propose options for reassignment to the relevant job network board. As with vacant positions (see paras. 27-31 above), for Professional and Field Service staff the job network board will make final recommendations to the Assistant Secretary-General for Human Resources Management for final approval. For Director-level staff, the senior review board will make recommendations regarding lateral reassignments to the Secretary-General for approval.

[18] The current PHP will be streamlined into a more concise description of a staff member's skills, experience and education, which will also include data on their current position occupancy, prior mobility and any approved special constraints, exemptions or deferments that may limit their options for geographic mobility.

Figure VI

Lateral assignments on encumbered positions


Compendium of positions of staff exceeded max. post occupancy limit issued
Applications of staff who want to opt in received
Comprehensive compendium issued
Staff submit special constraint requests to SCP
SCP reviews requests and makes decisions
Staff submit preferences for reassignment
NST reviews staff preferences and eligibility and sends suitable candidates to managers for views
NST submits reassignment options to JNB (NST to SRB for D-1/2 cases)
JNB reviews and submits reassignment decision to ASG-OHRM (SRB to SG for D-1/2 cases)
ASG-OHRM approves reassignment (SG for D-1/2 cases)

Abbreviations: ASG-OHRM, Assistant Secretary-General for Human Resources Management; JNB, job network board; NST, network staffing team; SCP, special constraints panel; SG, Secretary-General; SRB, senior review board.

Job networks and workforce planning

35. Workforce planning activities will be built into the semi-annual staffing process as the job networks are launched. They will enable the network staffing teams to gain a good understanding of the retirements, separations and position occupancy periods of staff, as well as of organizational imperatives such as gender and geographical distribution. They will also enable the teams to plan better with respect to filling vacancies and implementing reassignments and to work towards enhancing gender balance and geographical distribution. In addition, workforce planning will provide insight into existing talent and the talent required in each of the job networks and help identify the talent gap. It would provide the job network boards with the opportunity to make recommendations as to how to better close the gap to ensure that the job network is receiving the right people at the right time and with the right skills, either through targeted outreach, learning and development opportunities or through performance management mechanisms.

V. Roles and functions of the staffing bodies and structures under the mobility framework

36. Under the mobility and career development framework, new staffing entities will be created to manage the selection process to fill vacant positions and the reassignment exercise. These will include job network boards, a senior review board and a special constraints panel, which will review requests for exemptions and deferments. Human resources support for these bodies will also require the creation of new structures, namely, network staffing teams. The network staffing teams will be established through the redeployment and reprofiling of human resources capacities across the Secretariat, including departments and offices in and outside

New York, regional commissions and field missions. The central review bodies will need to be modified to enable them to carry out their role under mobility. This section provides an overview of the roles, the functions and the composition of these entities.

Terms of reference of job network boards

37. As outlined above, the primary role of the job network boards will be to make recommendations regarding the selection and reassignment decisions with respect to international Professional and Field Service positions in the compendiums to the Assistant Secretary-General for Human Resources Management for approval. In doing so, the boards will ensure the consistent application of organizational priorities and monitor gender balance and geographic representation across a job network, striving to meet Organization-wide targets. There will be a global central review body ensuring that, for P-2 positions not subject to the young professionals programme exam and all P-3 to P-5 and Field Service positions, the integrity of the selection process regarding vacant positions was upheld and that the candidates were evaluated on the basis of the pre-approved evaluation criteria specified in the job openings.

38. In addition to their role in staffing, the job network boards will take on several complementary functions. The boards will provide advice on strategic workforce planning (see A/69/190, sect. III.B.1) and determine which positions are non-rotational. With the support of the network staffing teams, they will also provide "horizontal" perspectives on recruitment and talent development priorities and actions set out in the consolidated workforce plan. In addition, the job network boards will make recommendations on career development and milestones to facilitate lateral or upward movement as part of the career path in their job network.

39. Each job network shall have one job network board, composed of board members at the P-5 level or higher, representing the departments, offices and field presences that make up that network. At the request of the Assistant Secretary-General for Human Resources Management, each Under-Secretary-General will nominate one or several board members for membership in the job network boards to be appointed by the Assistant Secretary-General at the start of the calendar year or at any other time should the need arise. Members will serve for a two-year term. Each board shall consist of at least five members, including a Chair (larger job networks or those with higher numbers of job families may need larger numbers of members). The boards will have dedicated meetings at which to review selections and reassignments, respectively, during each semi-annual staffing exercise. These may be a combination of virtual and face-to-face meetings. Between staffing exercises, the boards may schedule additional virtual meetings to fulfil their responsibilities related to workforce planning or the review of non-rotational positions.

40. A focal point for women from a department covered by the job network shall serve on each job network board in an ex officio and non-voting capacity. Each job network board shall include a representative of staff in an observer capacity, designated by the staff associations of the Secretariat. A senior human resources representative shall serve on each job network board in an ex officio and non-voting capacity. The human resources representative will support the job network board by providing guidance on human resources policy issues. This will include, among other things, providing data on the achievement of targets for gender balance and geographical representation and any other relevant data, and providing advice

regarding feasibility. The network staffing team shall provide secretariat support to the job network board.

41. Given that the job network boards will draw members from across the Secretariat, including departments and offices outside New York and field missions, they will have a global overview of staffing needs as well as of the strategic and operational requirements of their job network, which will enable them to make selection decisions with a view to ensuring that the Organization works in an integrated manner. In addition, since they will have the authority to make selection recommendations, replacing the role of hiring managers under the current staff selection system, they will be expected to actively engage in managing vacancies in their job network and ensuring that challenges faced by the job network in the filling of vacancies are addressed in a timely manner.

Terms of reference of the senior review board

42. The senior review board will review and provide recommendations to the Secretary-General with regard to selections and reassignments at the Director level across all job networks during the semi-annual staffing exercises. The board will ensure that the integrity of the process is upheld, that the candidates are evaluated on the basis of the pre-approved evaluation criteria specified in the job openings and that the applicable procedures are followed. It will also ensure that organizational priorities and the strategic needs of the relevant job network are taken into consideration. The board will monitor gender balance and geographical representation across Director-level staff in the Organization, and strive to meet Organization-wide targets.

43. The senior review board shall consist of one Chair and eighteen members at the D-2 level or higher. Its members shall be appointed for a term of two years by the Secretary-General, who shall make every effort to ensure balanced representation with respect to geography, gender and departments/offices (including offices away from Headquarters, regional commissions and field missions), as well as the prior experience of board members in the United Nations common system. All members shall be invited to each meeting. A quorum shall comprise six members, including the Chair but excluding the Secretary and ex officio or observer members. The board will meet during each semi-annual staffing cycle to review selections and reassignments. Additional meetings between cycles may be scheduled as required. Meetings may be held virtually or in person, if necessary.

44. The senior review board shall appoint one of its members as a gender focal point to monitor and address gender issues. The Assistant Secretary-General for Human Resources Management shall serve as an ex officio member of the board. The network staffing teams shall provide secretariat support to the board.

Terms of reference of the special constraints panel

45. The special constraints panel will review requests of staff members expected to participate in a lateral reassignment exercise either to remain at the same duty station for a specified period of time (i.e., a deferment or exemption) or to be exempt from moving to certain duty stations while remaining available for duty at other duty stations (i.e., a special constraint). The special constraints panel shall submit its recommendations to the Assistant Secretary-General for Human Resources Management for approval.

46. Deferments, exemptions and special constraints may be requested owing to:

(a) Medical reasons of the staff member or one or more of his or her recognized dependants, subject to certification by the Medical Services Division;

(b) Compelling personal circumstances whereby a change of duty station would create undue hardship.

47. While every situation cannot be predicted, undue hardship would include situations such as moving a female staff member in an advanced state of pregnancy to a non-family duty station, or restrictions on a parent's ability to change duty stations owing, for example, to a custody agreement. When both spouses are staff members, reasonable efforts shall be made by the Organization to facilitate their assignment to the same duty station. However, the Organization cannot guarantee that spouses who are both staff members can be moved to the same duty station at the same time, and this in and of itself shall not be considered a special constraint.

48. For a staff member engaged in a project the success of which would be harmed by a change in position, the manager may request jointly with the staff member a recommendation that he or she remain on the project until its completion, not to exceed 18 months.

49. The panel, in its recommendation to the Assistant Secretary-General for Human Resources Management, will include a specified period for the deferment, exemption or special constraint, after which a new request may be made by the staff member.

50. There will be a representative of each job network on the special constraints panel, appointed by the Assistant Secretary-General for Human Resources Management. In addition, a legal adviser and one senior-level representative of the Office of Human Resources Management shall be invited to all meetings of the panel to provide, in an ex officio capacity, guidance on human resources policies and staff rules and regulations. A staff representative designated by the staff associations of the Secretariat shall serve on the panel in an observer capacity. All panel members will serve in their individual capacity. A quorum shall comprise half of the members of the special constraints panel, including at least one member of the female gender, but excluding ex officio and observer members. The network staffing team shall provide secretariat support to the special constraints panel.

51. Panel members and observers shall normally be appointed for a period of two calendar years. In order to ensure the independence of the panel as well as its institutional memory, its membership will be staggered, so that half of the members will complete their terms and be replaced each year.

Network staffing teams

52. Membership in a job network board, the senior review board or the special constraints panel will be a part-time role. Each job network will have a dedicated full-time network staffing team. The network staffing teams will coordinate in providing additional secretariat support to the senior review board and the special constraints panel.

53. The size of a network staffing team will depend on the size of the job network corresponding to it. On each team there will be a combination of network staffing officers with human resources expertise and those who have direct experience with the work of the job network. The team will also include requisite support staff. The

team members will report to a team leader. The level of the team leader will be determined by job classification and will depend on the size of the team. The team leader will report to the Director of the Strategic Planning and Staffing Division of the Office of Human Resources Management, who reports to the Assistant Secretary-General for Human Resources Management.

54. The function of the network staffing teams is to carry out all human resources and planning activities related to the semi-annual staffing exercise. These will include the staffing activities required for the selection process and the lateral reassignment exercise, including working with managers to formulate job openings or post jobs for reassignment, screening candidates, assessing candidates for vacant positions, seeking the views of managers on shortlisted candidates and making proposals for selections and reassignments to the job network boards and the senior review board. The network staffing teams will also receive requests from staff members and, where appropriate, their managers, for deferments, exemptions and special constraints and submit them to the special constraints panel. In addition, the teams will advise staff members on career options, including potential learning opportunities and career paths within their network.

55. Until the mobility framework is fully implemented for all job networks, the current staffing selection system will remain in force for job networks that are not operationalized. Therefore, resources will continue to be dedicated to supporting the current staff selection system until all job networks have been operationalized.

Global central review body

56. For the implementation of mobility and career development, a global central review body will be established, and responsible for ensuring that the integrity of the process for filling vacant positions is upheld with respect to selections at the P-3 to P-5 level and in the Field Service category. The global central review body will consolidate the current functions of the central review bodies at Headquarters, offices away from Headquarters and field central review bodies. The process for filling vacant P-2 positions that are not part of the young professionals programme will also be reviewed by the global central review body. The global central review body will meet virtually during the semi-annual staffing exercises to review the process and procedures for filling the vacant positions advertised during each exercise.

57. Half of the members of the global central review body will be selected by the Secretary-General, and half will be selected by the staff representative bodies of the Secretariat. In choosing who will serve on the global central review body, every effort shall be made to ensure balanced representation with respect to geography, gender, departments/offices, peacekeeping operations and special political missions. Members of the global central review body shall be appointed for a term of two years and shall jointly select a Chair. A focal point for women shall also be invited to participate in the global central review body. As is the case today, there will be a secretariat for the global central review body within the Office of Human Resources Management. The secretariat for the global central review body will report to the Director of the Strategic Planning and Staffing Division.

Gender balance, geographical representation targets and equal treatment of internal and external candidates

58. As outlined in paragraph 30 above, the organizational priorities used by the network staffing teams and job network boards in finalizing recommendations for selection and reassignment include the need to give due regard to gender and geographical representation targets. Through the inclusion of focal points for women on the job network board, as well as an ex officio human resources officer mandated to provide updated data on gender balance and geographical representation, the job network boards will be able to analyse the impact of their selection and reassignment decisions on the Organization's targets in these areas and to ensure equal treatment of internal and external candidates. Furthermore, by analysing these issues across job networks, not just departments or entities, it will be possible to gain a better understanding of the functional areas that face challenges in meeting the Organization's targets. This will allow for the development of more targeted outreach strategies with respect to relevant professional and educational institutions.

VI. Enabling factors to support mobility

59. Mobility represents a significant change process for the Secretariat. There are several enabling factors that will help prepare the Organization and staff for mobility and facilitate its successful implementation, including: transitional measures for current staff; enhanced support for staff and their families moving geographically; and improved training and knowledge management. This section outlines the progress being made in addressing each of these areas.

Transitional measures

60. At the first meeting of the Staff Management Committee, held in 2012, a series of transitional measures were agreed upon to assist serving staff in making the transition from the current staff selection system to the proposed mobility framework (see A/67/324/Add.1, para. 56). These transitional measures were updated at the third meeting of the Committee, held in 2014, to address concerns of staff arising from the refinements to the original proposal approved by the General Assembly.

61. All new staff joining the Organization after the approval of the mobility policy, i.e., as at 1 May 2014, on a fixed-term appointment will be subject to the mobility policy upon joining the Organization. As outlined in document A/68/358, one geographic move[19] will be required for eligibility for the P-5 level and above (this move can take place at any point in a staff member's career in the common system). Staff who are serving in the Organization as at 30 April 2014 will continue to be subject to the eligibility requirements for promotion up to the D-1 level as defined in the current administrative instruction on the staff selection system (ST/AI/2010/3 and Amend.1 and Amend.2) until 31 December 2020. At the same time, currently serving staff members at the P-4 level who have made or make one geographic move within the Secretariat or the United Nations common system will be

[19] A geographic move is defined as a movement between two duty stations in different countries, with continuous service of at least one year at each duty station.

considered eligible for promotion to the P-5 level in accordance with the eligibility requirements for promotion under the mobility framework.

62. As confirmed by the General Assembly, staff become subject to the mobility system when the job network to which they belong becomes operational. Until their job network is operational, staff may continue to apply for job openings under the current staff selection system (see ST/AI/2010/3 and Amend.1 and Amend.2). Staff who have reached or are approaching their maximum position occupancy limit should apply for job openings even if their job network is not yet operational. Should they not be selected for a job opening, they will be subject to reassignment during the second year after their job network is operationalized in the mobility system.

Enhanced support for staff and families moving geographically

63. As requested by the General Assembly in paragraph 15 of resolution 68/265, the Secretary-General continues to explore ways of assisting spouses and children of staff members in resolving issues arising from mobility requirements. These issues were highlighted by staff at large during the mobility survey undertaken in 2012 and are an ongoing concern of staff representatives as well as management. It was therefore agreed at the third meeting of the Staff Management Committee that they would continue to be discussed.

64. The Office of Human Resources Management has prioritized three areas in which staff and family support can be improved using existing resources:

(a) Improving the information available to staff and their families considering or undertaking a move to a new duty station;

(b) Providing spouses with greater support when they accompany a staff member to a new duty station;

(c) Reviewing the existing policy framework for improved "family-friendliness".

65. Work is ongoing in each of the three areas. The Secretariat has concluded an agreement with the World Bank to make available standardized, up-to-date information, including information about schools, medical facilities, housing, safety and security, and other issues related to relocation, at more than 100 duty stations. Such information will enable staff and their families to make more informed decisions about the duty stations to which they may want to move. A system of "family support focal points" is being developed, which will provide greater support in integrating staff members and their families into the new duty station upon arrival. The policy framework is currently being reviewed with a view to promulgating the required amendments prior to January 2016.

Training and knowledge management

66. As outlined in the overview report (A/69/190, sect. III.B.4), the Organization has adopted a revised learning and career support strategy aimed at equitable access for all staff to learning and career support programmes and harmonized induction training for new staff as well as those moving across the Organization. As part of the induction process, staff will be directed to the appropriate knowledge management tools. As indicated in the previous report (A/68/358), the Secretary-General recommends the implementation of a knowledge management strategy across the

Secretariat, which would include the creation of Standard Operating Procedures for recurring activities and the completion of handover notes, end-of-assignment reports and exit interviews by staff moving to another position or leaving the Organization.

VII. Implementation of the mobility framework

67. As outlined in resolution 68/265, mobility will be phased in by job network, starting with one network in 2016, one in 2017 and two each year thereafter. As indicated in the previous report, the Secretary-General intends to begin the implementation of mobility with the political, peace and security network (POLNET) in January 2016.[20]

68. Although its implementation is being phased in by job network, the fundamental elements of the mobility framework will need to be in place before the first network is operationalized. These elements include the review and redesign of staffing processes, the design of a revised assessment process, the redesign of Inspira to accommodate the semi-annual staffing exercise, the promulgation of the requisite policy framework, the establishment of a special constraints panel and the establishment of the senior review board, the POLNET job network board and the network staffing team.

69. To ensure a Secretariat-wide approach to the preparation for and implementation of mobility, a global steering committee has been set up to oversee the project. The steering committee is chaired by the Under-Secretary-General for Management, and the Under-Secretary-General for Field Support is the Vice-Chair. The membership of the committee includes representatives at the Under-Secretary-General level from various departments, offices away from Headquarters, regional commissions and field missions to ensure that the diverse needs of the Secretariat are taken into account. The steering committee will provide strategic oversight of the preparation for and implementation of mobility through 2020. More specific advice and feedback regarding the detailed process elements relating to selection and reassignment will be provided by a working-level technical advisory group.

VIII. Action to be taken by the General Assembly

70. **The General Assembly is requested to take note of the present report.**

[20] The Secretary-General will determine the sequence of job networks on the basis of the advice of the mobility Steering Committee.

Annex I

Provisional list of non-rotational positions

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
1	ECONET	Department of Economic and Social Affairs	Division for Social Policy and Development (DSPD)	Director	D-2	New York
2			DSPD/Secretariat of the Permanent Forum on Indigenous Issues	Chief of Branch	D-1	New York
3			DSPD/Social Integration Branch	Senior Social Affairs Officer	P-5	New York
4			DSPD/Secretariat of the Convention on the Rights of Persons with Disabilities	Senior Social Affairs Officer	P-5	New York
5			Statistics Division	Director	D-2	New York
6			Secretariat of the United Nations Forum on Forests	Director	D-2	New York
7				Senior Forest Policy Officer	P-5	New York
8				Senior Programme Officer	P-5	New York
9				Forest Affairs Officer	P-4	New York
10				Programme Officer	P-4	New York
11			Division for Sustainable Development/Water, Energy and Strategies Branch	Chief of Branch	D-1	New York
12				Sustainable Development Officer	P-5	New York
13			Financing for Development Office (FDO)/Policy Analysis and Development Branch	Chief of Section	P-5	New York

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
14			FDO/Multi-stakeholder Engagement and Outreach Branch	Chief of Unit	P-5	New York
15				Economic Affairs Officer	P-3	New York
16			FDO/Office of the Director	Economic Affairs Officer	P-4	New York
17			FDO/Policy Analysis and Development Branch	Economic Affairs Officer	P-3	New York
18			Office for Economic and Social Council Support and Coordination/ Non-Governmental Organization Branch	Programme Officer	P-4	New York
19				Programme Officer	P-4	New York
20	ECONET	Economic Commission for Africa	Social Development Policy Division/ African Centre for Gender and Social Development	Coordinator	P-6	Addis Ababa
21			Regional Integration and Trade Division/ African Trade Policy Centre	Coordinator	P-6	Addis Ababa
22			Special Initiatives Division/African Trade Policy Centre	Coordinator	P-6	Addis Ababa
23	ECONET	Economic Commission for Europe	Transport Division (TD)	Chief of Division	D-1	Geneva
24			TD/Dangerous Goods and Special Cargoes Section	Scientific Affairs Officer	P-4	Geneva
25			Trade and Timber Division (TTD)	Chief of Division	D-1	Geneva

No.	Job network	Department	Unit	Title	Level	Duty station
26			TTD/Forestry and Timber Section	Chief of Section	P-5	Geneva
27				Economic Affairs Officer	P-4	Geneva
28	ECONET	Economic Commission for Latin America and the Caribbean (ECLAC)	Latin American and Caribbean Demographic Centre — Population Division	Chief of Division	D-1	Santiago
29			Statistics Division	Chief of Division	D-1	Santiago
30			Division of Production, Productivity and Management (DPPM)	Chief of Division	D-1	Santiago
31			DPPM/Unit on Investment and Corporate Strategies	Chief of Unit	P-5	Santiago
32			DPPM/Joint ECLAC/ United Nations Industrial Development Organization Industrial and Technological Development Unit	Senior Economic Affairs Officer	P-5	Santiago
33			Social Development Division	Chief of Division	D-1	Santiago
34			Natural Resources and Infrastructure Division	Chief of Division	D-1	Santiago
35	ECONET	African Union-United Nations Hybrid operation in Darfur	Water and Environment Unit	Hydrologist	P-3	El Fasher
36	ECONET	United Nations Conference on Trade and Development	Division on Investment and Enterprise (DIAE)/ International Investment Agreements	Senior Economic Affairs Officer	P-5	Geneva

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
37			DIAE/Policy and Capacity-Building Branch	Chief of Section	P-5	Geneva
38				Senior Economic Affairs Officer	P-5	Geneva
39				Chief of Section	P-5	Geneva
40				Economic Affairs Officer	P-4	Geneva
41			Division on Globalization and Development Strategies (DGDS)/ Debt and Development Finance Branch	Economic Affairs Officer	P-4	Geneva
42			DGDS/ Macroeconomic and Development Policies Branch	Economic Affairs Officer	P-4	Geneva
43			DGDS/Central Statistics and Information Retrieval Branch	Statistician	P-3	Geneva
44	ECONET	United Nations Environment Programme	Division of Regional Cooperation/Office of the Director/ Programme Coordinating Unit	Coordinator	D-1	Nairobi
45			Division of Environmental Policy Implementation (DEPI)/Office of the Director/Climate Change Adaptation Unit	Coordinator — Climate Change Adaptation Unit	D-1	Nairobi
46			DEPI/Freshwater and Terrestrial Ecosystems Branch	Director	P-6	Copenhagen

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
47			DEPI/Office of the Director/Climate Change Adaptation Unit	Head UN REDD	P-6	Geneva
48			Division of Technology, Industry and Economics (DTIE)/Energy Branch	Head of Energy Branch	P-6	Paris
49			DTIE/Economics and Trade Branch	Senior Programme Officer	P-5	Geneva
50				Programme Officer	P-4	Geneva
51			Executive Office/ Convention secretariats/ Secretariat of the Convention on the Conservation of Migratory Species of Wild Animals	Executive Secretary	D-1	Bonn
52				Senior Deputy Executive Secretary	P-5	Bonn
53				Senior Executive Coordinator	P-5	Abu Dhabi
54				Technical Officer	P-4	Bonn
55				Programme Officer	P-4	Abu Dhabi
56				Programme Officer	P-4	Abu Dhabi
57			Executive Office/ Division of Environmental Policy Implementation/ Office of the Director	Senior Programme Officer	P-5	Nairobi
58			Secretariat of the Convention on International Trade in Endangered Species of Wild Fauna and Flora	Programme Officer	P-3	Geneva

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
59	ECONET	United Nations Human Settlements Programme (UN-Habitat)	Shelter and Sustainable Human Settlements Development Division (SSHSDD)/ Shelter Branch	Head of Branch	D-1	Nairobi
60				Human Settlements Officer	P-4	Nairobi
61			SSHSDD/Housing Policy Section	Chief	P-5	Nairobi
62				Human Settlements Officer	P-4	Nairobi
63				Human Settlements Officer	P-3	Nairobi
64			SSHSDD/Urban Planning and Design Branch	Human Settlements Officer	P-4	Nairobi
65			SSHSDD/Land and Secure Tenure Section	Chief	P-5	Nairobi
66			Human Settlements Financing Division/ Urban Finance Section	Human Settlements Officer	P-4	Nairobi
67			Urban Legislation, Land and Governance Branch/ Land and Global Land Tool Network Unit	Specialist	P-4	Nairobi
68				Human Settlements Officer	P-4	Nairobi
69				Programme Officer	P-3	Nairobi
70	ECONET	United Nations Office on Drugs and Crime	Division for Policy Analysis and Public Affairs/Research and Trend Analysis Branch/Laboratory and Scientific Section	Chief of Section	P-5	Vienna

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
71				Scientific Affairs Officer	P-4	Vienna
72				Scientific Affairs Officer	P-3	Vienna
73	ITECNET	Office of Legal Affairs	Division for Ocean Affairs and the Law of the Sea	Senior Geographic Information Systems Officer	P-5	New York
74	LEGALNET		Treaty Section	Information Management Officer	P-4	New York
75			General Legal Division	Legal Officer	P-4	New York
76				Legal Officer	P-4	New York
77		United Nations Conference on Trade and Development	Division on Investment and Enterprise/Policy and Capacity-Building Branch	Legal Officer	P-4	Geneva
78		United Nations Environment Programme	Division of Environmental Law and Conventions/ Office of the Director	Regional Advisor	P-6	Nairobi
79	MAGNET	Department of Management	Office of Human Resources Management/Medical Services Division	Medical Director	D-2	New York
80				Deputy Medical Director	D-1	New York
81			Office of Programme Planning, Budget and Accounts (OPPBA)/ Accounts Division/ Office of the Director	Director	D-2	New York
82			OPPBA/Treasury	Treasurer	D-1	New York
83			Office of Central Support Services (OCSS)/Procurement Division	Director	D-2	New York

No.	*Job network*	*Department*	*Unit*	*Title*	*Level*	*Duty station*
84			OCSS/Facilities and Commercial Services Division/Commercial Activities Service/ United Nations Postal Administration/New York Office	Chief of Section	P-5	New York
85		Office of Internal Oversight Services	Internal Audit Division	Director	D-2	New York
86			Investigations Division	Director	D-2	New York
87				Chief of Section	P-5	New York
88				Chief of Section	P-5	New York
89				Auditor	P-4	Geneva
90				Auditor	P-4	New York
91				Auditor	P-4	New York
92				Auditor	P-4	New York
93				Auditor	P-3	New York
94			Inspection and Evaluation Division	Director	D-2	New York
95	POLNET	Department for General Assembly and Conference Management	General Assembly and Economic and Social Council Affairs Division/ Disarmament and Peace Affairs Branch	Senior Political Affairs Officer	P-5	New York
96				Senior Political Affairs Officer	P-5	New York
97			General Assembly and Economic and Social Council Affairs Division/ Economic and Social Council Affairs Branch	Senior Political Affairs Officer	P-5	New York

No.	Job network	Department	Unit	Title	Level	Duty station
98			General Assembly and Economic and Social Council Affairs Division/ General Assembly Affairs Branch	Senior Political Affairs Officer	P-5	New York
99			Office of the Director	Political Affairs Officer	P-4	New York
100				Political Affairs Officer	P-4	New York
101	INFONET	Department of Public Information	Library and Information Resources Division/ Publications Service	Chief of Section	P-5	New York
102			News and Media Division (NMD)/ News and Content Branch/Radio Section	Chief of Unit, Arabic Language Unit	P-4	New York
103				Chief of Unit, Portuguese Language Unit	P-4	New York
104				Chief of Unit, Russian Language Unit	P-4	New York
105				Chief of Unit, Spanish Language Unit	P-4	New York
106				Chief of Unit, Chinese Language Unit	P-4	New York
107				Chief of Unit, Kiswahili Language Unit	P-3	New York
108			NMD/Radio and Television Service/ Audio-Visual Services Section/ Photo Unit	Chief of Unit	P-4	New York
109				Photographer	P-3	New York

Annex II

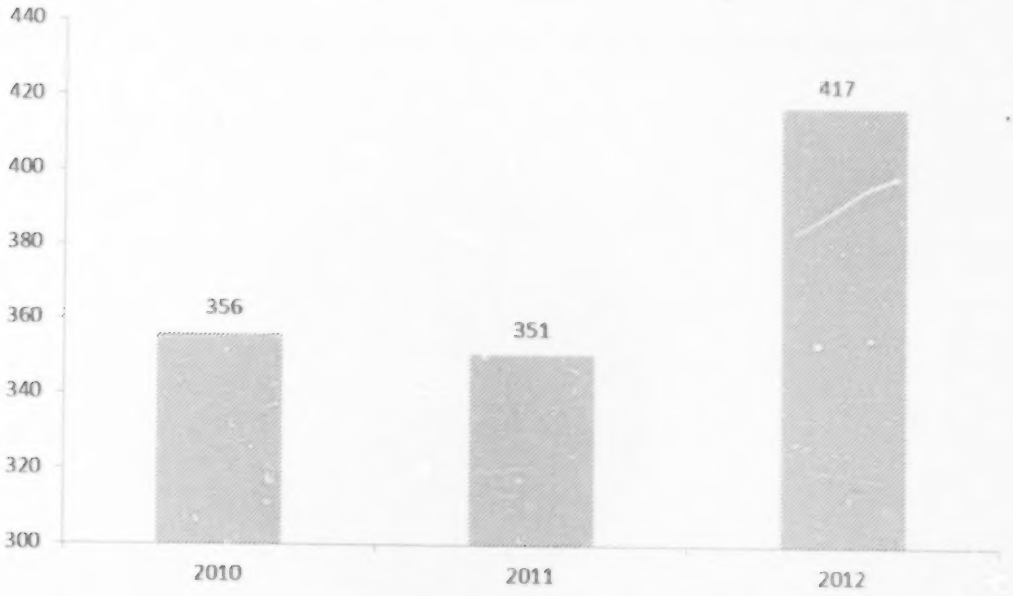
Job-network-specific data on mobility

The General Assembly requested additional data on the number of moves by job network. This section provides data on how many duty station moves were made in 2010, 2011 and 2012 by Professional, Director and Field Service staff in POLNET, which will be the first job network operationalized in 2016, and analyses the pattern of staff movements. The pie graphs illustrate where the duty station moves originating at headquarters ended and where the duty station moves originating at E duty stations, the most difficult hardship category, ended. Data for the other seven job networks are also available from the Office of Human Resources Management.

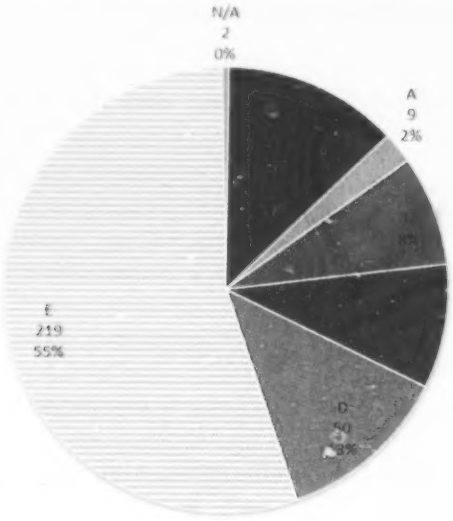
Political, peace and security network (POLNET)

Comprises the following job families: civil affairs, electoral affairs, human rights, humanitarian affairs, political affairs and rule of law

Duty station moves of Director, Professional and Field Service staff, 2010-2012 (POLNET)



Duty station moves from E duty stations, 2010-2012 (POLNET)



Duty station moves from H duty stations, 2010-2012 (POLNET)